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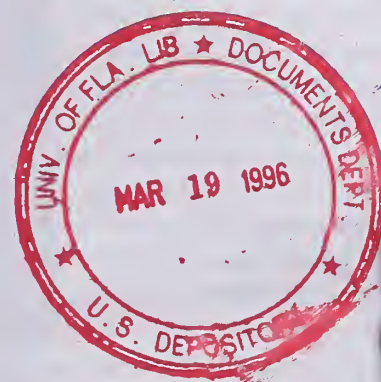
INSCOM

January-February 1996

# JOURNAL

FOR THE MILITARY INTELLIGENCE PROFESSIONAL

FLARE



## Deployed! A soldier's diary

# Lessons Learned

# "MISSION FIRST, PEOPLE ALWAYS"

As we begin 1996, our journey toward Force XXI continues. As part of the Army's team, INSCOM is developing a strong INTEL XXI foundation to support the warfighters. The most important part of that foundation is our own team of soldiers and civilians...*the right people giving the right information at the right time to warfighters who will use it to make the right decisions.*

As Force XXI evolves, we are learning to adapt to new situations and changing conditions. We have redesigned INSCOM's force to allow us to react quickly to changes. Our two force projection units, Force Projection Brigades East and West (now the 513th and 501st MI Brigades), strike at the heart of warfighter support. They offer tailored packages of talented professional soldiers whose skills fit the immediate situational needs of the battlefield commander.

We are changing our way of thinking as our structure evolves. This means finding new meaning and uses for the words we all know: innovation and unpredictability. In last month's issue of the *INSCOM Journal*, we talked about innovation and what it means to us. Unpredictability complements innovation.

Unpredictability is having the capability to do the unexpected when faced with a threat on the battlefield. Warfighters need our knowledge and our analysis of information to plan the unexpected... to gain the edge in battle.

Using all the tools in our INSCOM kits, we can produce a synchronized, seamless architecture of intelligence second to none. We *can* do it quickly and accurately because we have a few "elements of surprise" of our own. We *want* to do it because the lives of warfighters depend on it.

We learned one of the key ingredients of military intelligence a long time ago: ethnocentricity...walking a mile in another person's boots. It doesn't always mean learning to think as your opponent would think; to MI professionals, it also means learning to think as an American warfighter.

This year, every time you perform an MI mission, get in the habit of asking yourself this question: If I was a warfighter, what information would I want? You see, warfighters are will-

ing to give their lives to a higher calling; we must be willing to give them the information which increases their chances of

(U.S. Army photo)



**Brig. Gen. Trent N. Thomas**



**INSCOM Commander**  
Brig. Gen. Trent N. Thomas

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## INSCOM JOURNAL

FOR THE MILITARY INTELLIGENCE PROFESSIONAL

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survival. We give them the "known" and they use it to plan the element of surprise; unpredictability.

This year, as in past years, our soldiers and civilians are deployed across 18 major subordinate commands and nine different countries. In addition to our planned missions, elements of INSCOM are deployed worldwide as part of a peace keeping force. For us, working in operations such as Joint Endeavor is not new. We've been there, done that, seen the video and gotten the T-shirt...and now we are sharing the lessons we've learned with others who will come after us. Whether deployed to such places as Bosnia or Haiti, our shared lessons have contributed to making INSCOM a better, faster, stronger member of the Army's team.

This year, we will continue to learn from our experiences all over the world. Let our resolutions be to think from the other person's perspective and to take better care of each other. Use your license to think to take the lead in telling corps and battlefield commanders what INSCOM can do for them. Tell them what your unit can do for them specifically...then ask them what else they want you to provide. And if you need help to tell our story, pick up the phone and call INSCOM headquarters; we are *your* support, 24 hours-a-day...we are here to help you help the warfighters.

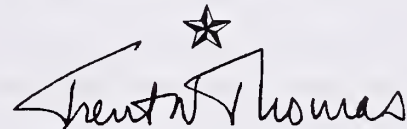
We ask a lot from all of you in INSCOM; active and Reserve soldiers and civilians. We ask you to perform the same missions while cutting your strength. Sometimes we ask you to do more with less. We ask you to leave your families during the holidays (some of you spent your fifth Christmas overseas). And when you do come home, we don't give

you much time to spend with your families before sending you off on another mission. The tough part is knowing it isn't going to get any easier in the future. The truth often stings: we've all got tough jobs.

They say, "when the going gets tough, the tough get going." Well, you're all tough, but you're all human; you can drive your bodies and minds only so far before even your reserve tanks are drained. In 1996, take time to refill all of your tanks: physically, mentally and emotionally. Not only should you eat balanced meals which will maintain your body's strength, but take time off to replenish your mind and rekindle your spirit and your great love of life. If you need help to get over a bump in the road of life, ask for it. If you can help a co-worker or friend through a rough time, do it because we often help ourselves by helping others. If you see another person needs more help than you can give, share your concern and get that person the kind of help you would want for yourself. A single act of kindness can cause a ripple effect of caring and compassion...a simple act such as saying "thank you" just a little more often does make a difference.

The most important part of INSCOM is the most important part of Force XXI: our people. We don't just need you; we want you. We don't just want you; we want you healthy and happy and full of life. In 1996, let us take a little better care of each other.

The "great stuff" at INSCOM is you.



## January-February 1996 Volume 19, No.1

**About our cover:** INSCOM soldiers have always been in the "front seat" of deployment.  
(Photo by Capt. Elena Howard)

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## Chess Player Makes Move

Sgt. Michael J. Hatcher, Company A, 66th Military Intelligence Group, U.S. Army Intelligence and Security Command, Augsburg, Germany, was selected as one



of 11 finalists in the Army Chess Championships held at Fort Belvoir, Va., Oct. 28 through Nov. 2, 1995.

During the six-day finals, Hatcher played each contestant, finishing in eighth place overall. The top six chess players formed the Army team which competed in the NATO Tournament in Norway the following week.

The 30-year-old soldier was one of three soldiers from Europe selected to compete. Chosen for his chess accomplishments in the last two years, Hatcher was the 1994 Chess Champion of the Defense Language Institute and placed second in the 1995 Augsburg Championships. He also was the first place chess player on a German Chess Team in Augsburg, finishing with an 8-1 record.

In his first appearance at the Army Chess Championships, Hatcher learned more about strategy to better prepare for next year.

"We had some really high level players here (at Fort Belvoir, Va.). I saw a lot and learned a lot, even when I lost games. I think my level of play is close to the other opponents' levels, and I was not intimidated," said Hatcher. "The first round was tough on people coming from Europe. We got here Friday night and played the first round on Saturday morning. With the time difference and jet lag, it was tough," he said.

He still found the camaraderie a familiar comfort. "After each game, there was a sense of cooperation with an opponent. We would study the board and talk about positions and moves that caused problems. We discussed better moves that helped us both to learn to play better chess," said Hatcher.

(Submitted by Staff Sgt. Thomas Varichak, 66th MI Group)

## The Right Words

Katherine Breidenstine, INSCOM environmental coordinator, placed fourth in the 1995 Voter Slogan Con-

test. Her winning entry, "Actions Speak Louder Than Words....Vote," will be used in the 1996 "Get-Out-The-Vote" media campaign.

Breidenstine's slogan was one of over 5,000 entries received by the contest's sponsor, the Department of Defense Federal Voting Assistance Program. The judges included U.S. Sen. Ted Stevens, chairman, senate committee on rules and administration; U.S. Rep. William Thomas, chairman, committee on house oversight; Becky Cain, president, League of Women Voters and Ruth Wooden, president, The Advertising Council. (Submitted by Col. Michael Wright, INSCOM deputy chief of staff for logistics)

## Career Counselor of Year Named

Staff Sgt. Julie A. Hoover, 704th Military Intelligence Brigade, Fort George G. Meade, Md., was recognized as the 1995 INSCOM Career Counselor of the Year, during an awards ceremony on Oct. 26.



Hoover, assigned to the 748th MI Battalion, San Antonio, Texas, will be competing at the Department of the Army competition in January against other major command career counselors.

Brigade commander, Col. J.A. DeMoney, said in his endorsement letter that

"through her competence, enthusiasm, and hard work, Staff Sgt. Hoover completely revitalized a mediocre retention program into a vibrant and successful one."

This recent honor is only one in a series attributed to Hoover. She was selected as the honor graduate in both her primary leadership course and advance noncommissioned officer course. She was also the honor graduate in the 00R — Retention NCO basic course in December 1991. She previously was selected as the U.S. Army South's (Panama) Retention NCO of the Year in fiscal year 1993. Hoover was also one of three women, Army-wide, selected to represent the Army in the Female Media Recruiting Tour that promoted Women in the Military and Women's History Month in March 1989.

Hoover is looking forward to the next level of competition. "It's good to compete. You meet other career counselors and bounce different ideas and programs off each other," she said. She contributes much of her success as a career counselor to those around her.



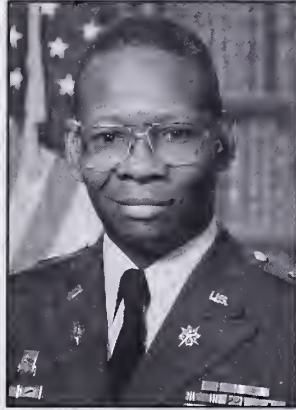
"It's a team effort in retaining quality soldiers, whether in the regular Army or Reserve Components," she said. (Submitted by Master Sgt. Joan E. Fischer)

## Gilley Assumes Deputy CG (IMA) Position

Col. (P) Alfonsa Gilley assumed the position of deputy commanding general Individual Mobilization Augmentee (IMA) to the U.S. Army Intelligence and Security Command (INSCOM) on Oct. 28, 1995.

As deputy commanding general (IMA), Gilley has oversight of Reserve Component (RC) integration. His goal is to fully integrate RC military intelligence forces in all aspects of INSCOM's operational and support activities, and to ensure their effective use. He represents the commanding general at events and forums where RC matters play a central role. He is an advocate for leveraging the capabilities of RC MI to help INSCOM accomplish its worldwide mission.

Colonel Gilley is married to the former Ruthie Hubert; they have one child, Michael.



There were also displays provided by the American History Reenactors, Virginia Power, Police Mounted Unit and K-9 Unit and Fire Truck unit. McGruff the crime fighting dog was on hand to meet local residents. (Submitted by Michael Knapp, photo by Jim Shiflett)

## Gribble Takes Command

Col. G. Dickson Gribble took command of Menwith Hill Station, Great Britain, Aug. 8, 1995. When Dr. N. Addison Ball passed command to Gribble, he returned executive management of the station to the U.S. Army as well. Gribble assured community leaders attending the ceremony he intended to continue the station's active community involvement. (Submitted by Menwith Hill Station)



## 1996 Hall of Fame Selectees Announced

The 1996 Military Intelligence Corps Hall of Fame selectees were announced Dec. 8, 1995, by Maj. Gen. Charles W. Thomas, commander of the U.S. Army Intelligence Center and School at Fort Huachuca, Ariz.

The selectees are Spec. Harry M. Akune, Col. (Ret.) John H. Black, Col. Robert Kelly, Col. (Ret.) James H. P. Kelsey and Maj. (Ret.) Kan Tagami.

The induction ceremony is scheduled for June 28, 1996.

## Two Battalions Named Semi-Finalists

Congratulations to the 201st and 751st MI Battalions, who were chosen as semi-finalists in the FY95 Army Awards for Maintenance Excellence competition. The 201st MI Battalion was named a semi-finalist in the U.S. Army Active TOE-Heavy category. The Headquarters Service Company, 751st MI Battalion was named in the U.S. Army TDA-Intermediate category.

Judges reviewed 58 units nomination packets from 11 major commands before announcing the semi-final winners. Panel judges used the unit maintenance profiles submitted by each nominee as the basis for comparison.

For the final evaluation round, judges will conduct a Phase II On-Site Evaluation.

Winners will be announced by Pentagon officials in June 1996.



## Polynesian Dancers Highlight Picnic

Polynesian dancers and musicians from Fort Drum, N.Y., Washington, D.C. and Charlottesville, Va., combined talents to entertain the troops at the National Ground Intelligence Center's organization day picnic last August. The group performed ten native dances, including a hula contest. Joe Fesola'i represented the office of U.S. Rep. Eni Faleomavaenga (American Samoa), at the annual event.

Over 700 people enjoyed the day, which also featured square dancing to music from center musicians and country and western line dancing lessons. Kids participated in a scavenger hunt, pinata breaking and other games.



# 513TH MI BRIGADE - FORCE PROJECTION EAST!

*Winning the information war gives commanders the operational flexibility to dominate, maneuver and conduct precision strikes*

By Col. Walter V. Walsh Jr.

The 513th MI Brigade, as INSCOM's Force Projection Brigade East, is leading the way in providing intelligence support to Force XXI. Though many U. S. Army units are still evolving to support Force XXI in the 21st Century, the 513th's daily mission is successfully executing force projection, force protection, and split-based operations to support warfighters worldwide. With the proactive support of the INSCOM headquarters staff, the 513th is selling the "specialized INSCOM capabilities" which provide a value added to warfighters in their decision-making process. This article outlines the different types of intelligence support the 513th is providing to Force XXI.

Winning the information war is key to Force XXI commanders, as it will give them the operational flexibility to dominate, maneuver, and conduct precision strikes. During this past year, the 513th received the all source analysis system-extended (ASAS-E), modernized imagery exploitation system, forward area support terminal, air reconnaissance low, Trojan Spirit and UAV-Predator. These "flagship systems," along with the fielding of the Enhanced Trackwolf and the Joint Surveillance and Target Acquisition ground station module to the brigade in 1996, will help the U.S. Army dominate information warfare.

(Photo by Sgt. 1st Class Edith Davis)



**Staff Sgt. Steven G. Cangiano, 202d MI Battalion, 513th MI Brigade secures a SINCGARS radio.**

These systems greatly help to extend the warfighters' battle space and provide the operational flexibility to dominate the entire battlefield. The challenge is to process the large volume of information into a product which will assist the commander in the decision-making process. The brigade's analysis and control element (ACE) analyzes and processes this information into a product which reduces uncertainty and provides the commander with a better

understanding of the battlefield. The fully automated ACE uses split-based operations through its wide area network. The ACE recently provided continuous support to Joint Task Force-Kuwait during the recent back-to-back Intrinsic Action exercises.

The ACE also conducted 24-hour, split-based operations supporting an intelligence support element (ISE) and a deployable intelligence support element (DISE) to the 2d Brigade, 10th Division (Mountain), during the recent Joint Readiness Training Center (JRTC) Army Warfighter Experiment (AWE) at Fort Polk, La. The ACE successfully provided a "reach back" capability to these intelligence support elements in both operations. Their success proves the ACE can provide a unique value added to warfighters in future wars and military operations other than war.

United States military forces deploying in the future under Force XXI will be smaller in size but more robust and versatile. There will be a greater need to provide continual force protection to these assets during all phases of the operation. The 513th has counterintelligence/human intelligence (CI/HUMINT) teams deployed to Kuwait and Saudi Arabia to provide force protection support to U.S. forces operating there. These teams worked directly with the S2s of battalion task forces from the 24th Infantry Division (M) in October 1994 and the 1st Cavalry

Division in September 1995. The teams provided current threat/terrorist assessments, Iraqi intelligence collection capabilities and actions to maintain a high state of awareness while deployed in these areas. These teams also developed in-depth assessments on port security in Saudi Arabia and the impact of having third country nations working with U.S. forces in Kuwait and Saudi Arabia. One of the biggest contributions these teams make to Force XXI is to continually emphasize the importance of force protection to deploying forces during *all* phases of the operation.

The recent downsizing of the U.S. Army makes it imperative to fully integrate U. S. Army Reserve and National Guard units into Force XXI. The 513th MI Brigade cannot go to war without the early augmentation of MI Reserve/National Guard units. The brigade has developed an active training relationship with a number of counterintelligence human intelligence (CI/HUMINT), technical intelligence (TECHINT), interrogation, electronic warfare (aviation) and linguist Reserve/National Guard units. The 513th conducts semi-annual active component/Reserve training conferences at Fort Gordon, Ga., with these units to review their training requirements and work to integrate elements of these units into our battalion and brigade level exercises.

**Air Force Tech. Sgt. Mark Hill guides an unloaded vehicle during the Tier 1 exercise.** (Photo by Sgt. 1st Class Edith Davis)





The 202d MI Battalion (CI/HUMINT) and the 203d MI Battalion (TECHINT) from the 513th send teams to provide training to these units during weekend drills. The 201st MI Battalion (signal intelligence/electronic warfare) and the MI Battalion (low intensity) have established an active training relationship with the 138th Aviation Company. All battalions have provided ARTEP evaluation support during the year to these units.

In May 1995, the 202d MI Battalion, in coordination with the 800th MP Brigade (USAR), planned and conducted GOLD SWORD I-95 at Fort A.P. Hill, Va. During this exercise, the 202d ran the scenario, integrated reserve and British interrogation teams into its joint interrogation center and also conducted the ARTEP evaluations for four MI Reserve companies. (Note: For more information on GOLD SWORD I-95, read the July/August and November/December issues of the *INSCOM Journal*.)

In January 1995, a 14-person TECHINT team from the 203d MI Battalion deployed with a TECHINT team from the 372d MI Company (USAR) to Kuwait for 30 days. The teams worked a number of Defense Intelligence Agency requests for information on weapons development in Southwest Asia.

In October 1995, the 203d and the 372d MI Company deployed to Korea to work a combined TECHINT mission with their South Korean counterparts during Exercise Foal Eagle 95. The successful integration of these Reserve/National Guard MI units into the 513th team enables the brigade to rapidly transition to a full-up brigade which can provide, deploy, and provide all source intelligence to warfighters.

One of the key objectives of Force XXI is to be ready to rapidly deploy and conduct military operations anywhere in the world. The 513th has developed a tier deployment concept

based upon METT-T and availability of transportation to support a deploying joint task force. There are three tiers within the concept, and each tier has a signal intelligence, HUMINT/CI, ACE/ISE, TECHINT and aviation support module. All modules in each tier can be tactically tailored in terms of number of personnel and equipment based upon the commander's requirements.

Tier 1 consists of 94 personnel, Tier 2 has 769, and Tier 3 has approximately 2,100 with reserve augmentation. Elements of Tier 1 have deployed to Camp Dohoa, Kuwait, and elements of Tier 2 have deployed to Albania (USAV-Predator) and Columbia (air reconnaissance low) during the past year. The 513th conducts tier training exercises each quarter to maintain deployment readiness, these exercises provide training in alerting the specific tier, inspection of soldiers A/B bags, conducting a Soldier Readiness Process (including shots), loading up all equipment/vehicles and having them and the appropriate load plans/hazardous material inspected by U.S. Army Reserve load planners.

The brigade also conducts a real world threat brief and deploys the tier either to the local airfield in Augusta, Ga., to practice loading on a C-141 or to a field tie to test the communications. It also conducts tier exercises in conjunction with our semi-annual, 14-day brigade field training exercises. These deployment exercises ensure the 513th will be ready to rapidly deploy and support the warfighter in any type of environment.

The most important element in making Force XXI a success is soldiers. With an anticipated smaller MI slice deploying with Force XXI in the future, MI soldiers must be more *versatile* in every aspect of intelligence. MI soldiers must know the impact of information on all lev-







**Top Left: Chief Warrant Officer Bruce Ramos and Sgt. Ronald D. Sanders II, 202d MI Brigade, await take off.** (Photo by Sgt. 1st Class Edith Davis)

**Top Right: Sgt. Keith Bradford and Staff Sgt. James Braderman secure a vehicle loaded on a plane as part of the 513th MI Brigade's deployment exercise.** (Photo by Sgt. 1st Class Edith Davis)

**Bottom Left: Spc. Erika J. Pracht, 201st MI Battalion, demonstrates how to pack a duffle bag as part of the Tier 1 deployment exercise.** (Photo by Spc. Michael Denison)





**Air Force Staff Sgt. Dwayne Brown completes the pre-flight check before lift off.** (Photo by Sgt. 1st Class Edith Davis)

els of war and operations other than war and they must thoroughly understand automation and communications. They must understand the capabilities of all intelligence collection systems and disciplines and develop predictive analytical skills. This is a tremendous challenge, especially with today's tempo of operations.

At the 513th, the training focuses on developing these technical skills in all brigade soldiers. Soldiers must be able to leverage theater and national intelligence capabilities. This is the unique "value added" the 513th MI Brigade can bring to warfighters at the corps and division level. Corps MI support elements (CMISE) at Fort Hood, Texas, and Fort Bragg, N.C., do this on a daily basis because the emphasis is on technical training. Four-month rotations to Saudi Arabia, Kuwait, Jordan, Bahrain, and Egypt allow brigade soldiers to develop those technical skills. There are no motor pools, training exercises, or post details; only a real world mission where soldiers learn to use all the

intelligence disciplines to develop an all source product. In many cases, these soldiers are writing reports and briefing war-fighters or U.S. Embassy personnel on a weekly basis.

The brigade's 2-week Analyst Immersion Course prepares soldiers for their daily work in the analysis and control element and AOR rotations. The first week concentrates on the Iraqi threat, intelligence preparation of the battlefield, situational development, targeting, and the other functions within the ACE. The second week centers around learning automation/communications such as the Joint Defense Intelligence Support System known as JDISS; the

Theater Rapid Response Intelligence Package known as TRRIP, ASAS-E, Warrior and others. This course provides the initial basics, but it is the soldiers' actual performance in the ACE which will help develop their versatility in the intelligence arena to support the warfighter. Developing highly competent MI teams which can consistently provide usable intelligence to the warfighter improves the military intelligence value to Force XXI.

Force XXI is a new concept in the U.S. Army and will evolve through a number of changes, tests, and experiments. The MI Corps will be an active player in every one of these exercises to gain the required resources in the future. The 513th MI Brigade actively seeks

opportunities to show the warfighter the value added that an echelon above corps MI unit can provide to Force XXI. Our successful participation in Roving Sands, the Joint Readiness Training Center Army Warfighter Experiment, Joint Warrior Intra-operability Demonstration 95, and the advanced concept technology demonstration of the UAV-Predator and the joint precision strike demonstration of the UAV-Predator and the joint precision Strike demonstration at Fort Hood, Texas, is clearly convincing warfighters they cannot go to war without elements of the 513th MI Brigade.

**VIGILANT KNIGHTS!**



*Col. Walsh is the commander of the 513th MI Brigade at Fort Gordon, Ga.*



**During GOLD SWORD 1-95, members of the 202d MI Battalion operated a joint interrogation center.**

(Photo by Shirley Startzman)



# 501ST MI BRIGADE - FORCE PROJECTION WEST!

*Real world theater feeds in a real world situation with an ACE embedded in a functioning field station make this brigade unique in its support to warfighters*

By Col. Wayne M. Hall

**W**ith a formidable enemy less than 25 miles away, the 501st MI Brigade, stationed in the Republic of Korea, is center-stage in the intelligence community's force projection business. Forward-deployed, the North Korean Army possesses a force of over a million personnel and an inordinate amount of artillery, ready and capable of attacking with little notice.

Additionally, the North Korean Army has thousands of special operations forces which will attack key nodes in the southern Republic of Korea should a conflict arise. This formidable force provides focus for

**Warfighters in the field use intelligence provided by the 501st MI Brigade to make decisions.**

(Photo by Shirley Startzman)





the 501st MI Brigade's daily intelligence efforts and how we train for war.

The 501st's four battalions—751st MI Battalion, 524th MI Battalion, 532d MI Battalion, and 3d Battalion Aerial Exploitation—engage in daily intelligence operations, such as indications and warn-

ing, analysis and synthesis, intercept operations, force protection, interrogation, automation and communications connectivity, and aerial collection operations to support Combined Forces Command's joint and combined warfighters.

In addition, the brigade executes an aggressive program to train sol-

diers on some of the complex tasks they need to perform in war but do not perform during armistice. The combined result of this effort is a very busy, multi-disciplined intelligence organization, ready to transition from armistice to war upon a moment's notice.

## Our Role in Force XXI — Force Reception and Integration



**Warfighters receive intelligence throughout their movements. They are the end users of the technological expertise of the 501st MI Brigade.**

(Photo by Shirley Startzman)

As the remaining forward deployed intelligence brigade with a large, formidable foe a few miles away, we have a unique role in receiving soldiers from a U.S.-based force projection Army. Receiving augmentation forces, supporting them and providing intelligence to warfighters throughout their movement presents the 501st Military Intelligence Brigade with significant challenges. We are working strenuously to define information requirements of these forces and establish habitual relationships with units designated to support the peninsula in crisis.

The brigade possesses great technological capabilities. These capabilities include Trojan Spirit, tactical exploitation of national capabilities (TENCAP) systems, Theater Rapid Response Intelligence Package (TRRIP), All-Source Analysis System (ASAS) and Guardrail Common Sensor System (GRCS). We're well-equipped to meet the challenge of providing information to force projection forces.

In the near future, we will be adding medium ground station modules and the commander's tactical terminals hybrid. This will further improve our capabilities of coupling communications, automation and collection systems among assets of the brigade and joint systems to our augmentation forces off-peninsula as they prepare for movement and deployment into theater.



# The Five Tenets of Military Intelligence Doctrine

As a forward deployed brigade operating in a joint and combined environment, we have had to adapt the Army's intelligence doctrine to our situation. Here are a few ideas on how we interpret the doctrine for use in the Republic of Korea.

**1 Split-based operations.** Over the past year, we've created and now routinely use a deployable intelligence support element (DISE) to create information synergy. The 501st MI Brigade DISE operates from several vans, using three all source analyses system-warmor (ASAS-Ws) in a local area network (LAN) which receives near real time information directly from preprocessors. A ground station module (GSM) provides moving target indicators (MTI), while an improved commander's tactical terminal (ICTT) provides GRCS information. A forward area support terminal (FAST) provides electronic intelligence and secondary imagery dissemination (SID) imagery. A Chariot system provides secondary imagery, and our TROJAN SPIRIT provides communications connectivity on-peninsula and to national databases. Our DISE tethers to the brigade's Ground Component Command Analysis and Control Element (GCC-ACE) which provides additional automation, communications, and enhanced analysis support to this forward deployed element.

On five occasions in the past year, we've deployed our DISE to support an aviation brigade's deep attack operations with Apache helicopters. Each time we've become a little

more proficient. We've demonstrated our ability to provide near real time information to the warfighter—precise, timely, and specific enough to make a difference and in the form they wanted.

**2 Intelligence synchronization.** Equipped with considerable organic collection capability, we work strenuously to synchronize our daily intelligence collection operations internally and among all other active collection assets on peninsula. Our goal in synchronizing collection is to improve the clarity of the intelligence picture. Whether Army, joint, or combined, the brigade ACE works hard to merge intelligence

synchronization matrices with warfighter's decision support templates. This allows us to provide information warfighters need, when they need it and in the form they desire. We also strive to achieve synergy of collection by cueing our field station collection with GRCS and imagery, and operating a tipping voice net with GRCS and joint collection assets. We practice tipping and cueing between observation vehicle (OV-1D), GRCS, fixed site collectors and forward deployed tactical systems. Accomplishing synergy among seemingly disparate assets takes knowledge, understanding of relationships, and a lot of very diligent practice, but it is something we work every day.



**Soldiers train for various environments in split-based operations.** (Photo by Shirley Startzman)



# 3

**Tactical tailoring.** Within our brigade, we're capable of tailoring our intelligence forces to meet specific information requirements.

As a flexible appendage of our newly formed ACE, we can tailor our DISE in size and capability depending on the situation. Sometimes we can work with a mini-DISE and a Trojan Spirit in lieu of heavy DISE described previously.

We also tailor our force protection teams with different mixes of counterintelligence agents, multi-discipline counter intelligence (MDCI) analysts, interrogators, interpreters and all source analysts. Our tailoring depends on the unit, target or force protection operation we're supporting. Our enemy prisoner of war go-teams, composed of interrogators, counterintelligence, and analytical personnel, go forward to Republic of Korea Army enemy prisoner of war collection cages and

obtain and communicate valuable information. We also tailor liaison teams to interact with Republic of Korea ground forces, combined unconventional warfare task force, U.S. Navy, U.S. Air Force and U.S. Marines.

# 4

**Commanders drive intelligence.** Here, as in the United States, commanders drive what we do. As such, our brigade works

strenuously to help commanders we support define their priority intelligence requirements (PIR) so we can tie all we do to those requirements. Within the brigade, we perform indicator analysis of PIR to build a coherent collection strategy for our collection systems and help us create requests for information for our higher headquarters. We not only work with commanders' PIR for the forward area, but we work with counterintelligence PIR for com-

# 5

**Broadcast dissemination.** The 501st MI Brigade works with broadcast information every day. We have FASTs, ICTTs and

GSMs stationed with U.S. and Republic of Korea warfighters to provide near real time information to support their analytic efforts and operations. Our FASTs provide electronic intelligence and SID information, GRCS provides communications intelligence to our ICTTs, and OV-IDs provide MTI information to our GSMs. With these systems, we move information via broadcast to warfighters with minimal filtering.

## Preparing for Force XXI and the Challenges of the 21st Century

**Ground Component Command Analysis and Control Element.** A major initiative ongoing in the brigade is the establishment of the Ground Component Command Analysis and Control Element, which is known as the GCC-ACE. The addition of this organization into the peninsula's intelligence architecture coincides with the fielding of

the ASAS-extended suite of systems. Working in concert with the Combined Forces Command's J2 as the focal point for maintaining the current enemy ground data base, the brigade's GCC-ACE will provide the focal point for analysis and synthesis of the ground situation. The GCC-ACE also allows for rapidly integrating augmentation

forces into theater and a seamless exchange of information and intelligence.

As with other MI units, the ACE is the heart of the 501st. It will serve as a fusion hub for collection, analysis, synthesis, automation and communications on a continuum. What a wonderful, exciting place the GCC-ACE is turning out to be!





Although just coming into being, it will be the hub of collection and production power for the theater when it fully matures.

Our ACE is unique in three respects.

1. We have real-world theater collection feeds, TENCAP feeds, and information provided by AUTODIN coming into our computerized ASAS message handling system, parsing into single-source machines, parsing into all-source machines, and then disseminating ASAS-W generated graphics and external data messages over our PACOM ADP Server Sites Korea, very small aperture satellite communications or TROJAN SPIRIT.

2. We're in a real-world situation where the brigade performs indications and warnings intelligence collection and force protection operations every day, all-day.

3. We have the ACE embedded in a functioning field station with close proximity of processors. These include the enhanced tactical user's terminal, electronic processing dissemination system, integrated processing facility. Our communications systems such as TROJAN Classic and TROJAN SPIRIT provide access to information and alternative routes for moving it.

*What specifically does our ACE do?* Our ACE creates synergy. LANs, intelligence disciplines, communications, and brain power combine so wholes are far greater in capabilities than the sum of individual parts. It also produces graphic displays of information—signal intelligence, imagery intelligence, human intelligence and all-source.

Our ACE is a place where man-machine interface is at its greatest power—machines help our analysts think better. Better thinking enables us to provide more timely, specific, and precise information in the type of presentation combat commanders need.



**Soldiers of the four MI battalions of the 501st MI Brigade must adapt to environmental conditions while deployed.** (Photo by Shirley Startzman)

In our ACE, we work to meet the intelligence cycle espoused in MI Intel XXI—collect, manage, process, present, and disseminate. It also enables us to tip and cue among brigade collection assets and among joint and combined collection assets.

Our ACE provides the means to support singular problem sets while simultaneously taking care of broader situational awareness requirements. For example, the ACE supports our deployable intelligence support element as it goes forward to provide intelligence to support Apache deep attack. The ACE performs its tasks at two levels: opera-

tional and tactical levels of war. We've designed the GCC-ACE so it can deal with the specificity, accuracy, and timeliness requirements inherent to a fast-moving tactical situation while drilling broader, operational level of war requirements.

#### **Information operations.**

The 501st MI Brigade is deeply involved in the command and control warfare (C2W) business. In particular, we are working strenuously on two distinct aspects of C2W—*C2 protect* and *C2 exploit*. Without going into detail, we believe these are important aspects of any battlefield or operating environments. We must think about, plan and execute operations that help protect our C2 nodes while aggressively seeking, finding and affecting enemy nodes. We believe a symmetry exists between friendly and enemy command and control elements of future battlefields. To achieve information dominance, we need to seek and influence the enemy's command and control while protecting our own to enable friendly commanders to create *C2 asym-*

*metry* at the right place and time to meet their scheme of maneuver.

**C2 protect.** We believe there are, in fact, *information centers of gravity*. We borrowed from Clausewitz's notion of center of gravity, altering it a bit to take into account the criticality of places where automation, communications, and intellectual power merge. We believe this aspect of information operations will become increasingly important in the future. To help protect friendly information centers of gravity, our counterintelligence soldiers are performing intelligence preparation of the battlefield (IPB), reverse IPB,



penetration and vulnerability analyses, concentric rings of protection analyses, information-web analyses, and extensive analyses of North Korean special operations force capabilities, doctrine, training and equipment. The struggle for information dominance will balance on our ability to protect our centers of gravity while adversely affecting the opponent's centers of gravity.

We're promoting the notion that to defeat enemy efforts to influence our information centers of gravity, we're designing concentric rings of protection and webs of information which will help us know the enemy is coming or something unusual is occurring—webs of information provide us with human intelligence tipping and cueing and the means to warn commanders they must take action. In this schema, information is the means to power and becomes power when friendly commanders decide to act on the information. We're developing target folders for commanders and their planners to use in denying enemy capabilities to attack our information centers of gravity.

**C2 exploit.** All enemy leaders make decisions. To make decisions, certain things have to take place. Enemy decision-makers must receive information and have ways to collect it. They must process information, and they must use some form of automation to crunch digits or convert analog to digital information. Enemy decision-makers must have communications of some type to disseminate their decisions, and they have some form of information feed-back mechanisms to adjust their original decisions. The generic process I've just sketched is what C2 exploit is all about. Complex, yes. Time-consuming, yes. Resource intensive, yes. But without equivocation, affecting this cycle in relation to friendly concepts of operation will be an imperative of the Force XXI battlefield. We're deeply

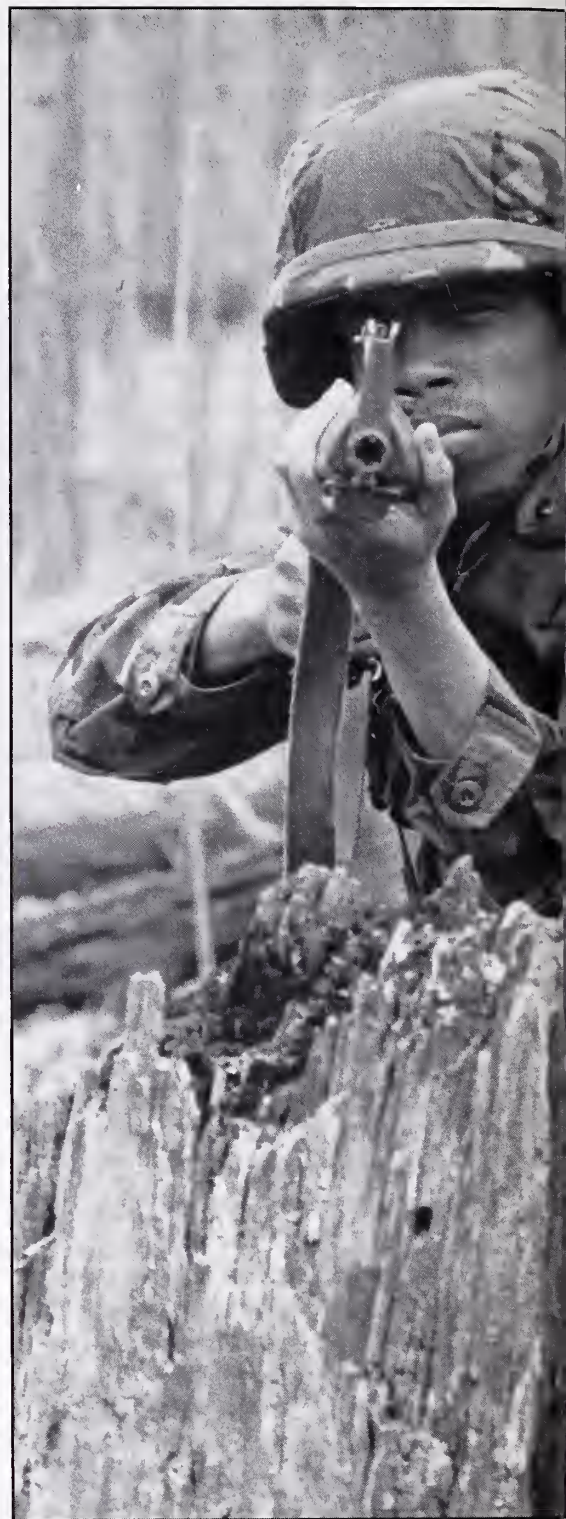
involved in thinking about all of the issues concerning the 501st MI Brigade.

**Individual competencies for the 21st Century.** The 501st MI Brigade is working strenuously to help our soldiers learn to think better, become computer literate and create synergy. We believe these three competencies are absolutely critical for our soldiers to excel in the new century.

**Learning how to think better.** To learn to think better, the brigade has initiated a brigade-wide "mysteries" program. All analysts have mysteries to solve. These mysteries involve unanswered questions we have about North Korea. After contracting for their mystery, analysts conduct research, exchange ideas with other analysts on-and-off peninsula, search databases, think and bounce ideas off supervisors and subordinates. Then, our analysts prepare papers on Word 6.0 and briefings on Powerpoint 4.0. They provide the papers and briefings to their chains of command. The best briefings eventually come to me—we conducted the first brigade analyst conference on Dec. 8, 1995. On that day, I listened to their briefings and to the logic these soldiers used to solve their mysteries.

Some mysteries won't be solved; others will. Most importantly, our analysts are learning to think better, learning more about North Korea, learning automation skills, and promoting the notion that rank doesn't equal brain power.

We're also serious about helping soldiers to learn not only better analysis but the higher-level thinking skill called *synthesis*. Synthesis is taking the results of analysis, searching for and finding relationships, and combining obviously connected and seemingly disparate pieces of information into wholes. We believe synthesis is the key ingredient in creating synergy because we are combining things,



**While the combat soldier trains to become behind the scenes. The MI soldier combines order to give the battle edge to warfighters.**

in an intellectual sense, to enable wholes to be greater than the sum of their parts—which is the definition of synergy.

**Computer literacy.** When soldiers leave the brigade they must have met my standard: they must be computer





cient on the battlefield, the MI soldier trains  
parate pieces of information into a whole in

y Shirley Startzman)

literate. Literate means soldiers must demonstrate, through hands-on, performance-oriented training, fundamental knowledge of Microsoft Powerpoint, Word, Excel and Access. Soldiers must also demonstrate fundamental competency in

computer literacy using MS office software, PRO-COMM, and e-mail. The program is effective, and soldiers are learning automation skills very quickly. We're ensuring our soldiers have core capabilities to operate in the Army and society by knowing some basics of automation and how to access the information highway. With this program, we're committing time, money, computers and command-emphasis to ensure our soldiers can function in the Army and society.

**Creating synergy.** Our wondrous machines of information provide the capability to achieve synergy on the battlefield. A prerequisite to synergy lies in our soldiers' understanding data in context of battle, grasping the significance of events that may only appear as a new blip on the screen, being able to answer the question "what does it mean," and being able to move significant information quickly to those who need it. Only then will synergy occur.

**Enabling change.** The 501st MI Brigade, as a force projection brigade, is enabling change. Part of the reason I can say this is because the brigade has very bright and innovative soldiers—certainly indicative of the Army at large. Our soldiers don't fear change that will come with the advent of the information revolution. We seek, recognize, and use creative ideas. We have a belief, at the core of our value-set, that people are our most treasured assets, and they can grow, in an intellectual sense, immensely. People in the brigade believe they can shape the future and not be helpless when experiencing the winds of change.

Two additional points come to my mind when we discuss the future and changes in planning for the 21st Century. First, any organization that thrives and excels in the 21st Century has to be a *learning organization*. As such, it has to have

feedback mechanisms, anticipate change, be willing to change, and capture the positive that comes with the negative in change. Our organizations also have to learn from its mistakes and be willing to tear apart systems and organizations it has designed to create something more meaningful and helpful. Plus, it will have to be creative, adaptive and responsive to the needs of its customers.

Secondly, any unit that thrives and excels in the 21st Century will have to develop new ways of collecting, making understanding, and moving information. As such, our organizations must be laboratories for trying new ways of collecting, processing, and presenting information. Moreover, such organizations will have to recognize the importance of protecting friendly information centers of gravity and the importance of attacking enemy information centers of gravity.

MI units in the 21st Century will have to be responsive and flexible to the environmental conditions in which we will support warfighters. We'll have to change our organizations and manipulate combinations of collection, automation, and communications equipment to meet the information needs of commanders. We've been working on these concepts and trying to bring them into being and practice in the 501st MI Brigade.



*Col. Hall is the commander of the 501st Military Intelligence Brigade in Seoul, Korea.*



# Today's Inspector General Plays a Positive Role

The new and improved version of IG helps INSCOM members and units to succeed. It also passes on the good news to others to help them.

By the Office of the  
INSCOM Inspector General

From the earliest days of America's Army, the institution of the inspector general, or IG, has been around to inspect, audit, investigate, train and perform those duties necessary to support the Army in achieving its missions.

As with many long-standing institutions, the organization and function of the Army IG system has changed radically. The procedures and the philosophy within the Army community about the IG's role are changing also. Not long ago, IGs were widely viewed as parochial, unfeeling, compliance-driven people whose purpose in life was to find out where a unit had fallen astray from a regulation and "write it up." Many soldiers with over 10 years' Army service had a widespread negative perception about the IG at best. The inspector general was a necessary evil, but all that has changed for the good.

In today's Army, the IG is an extension of the eyes, ears, voice and conscience of the command. The IG is a personal staff officer providing the commander with a sounding board for sensitive issues, and is typically a trusted agent within the command.

"We strive to be viewed as fair and impartial honest brokers who are here to assist in overcoming a myriad of issues. In short, we want to be looked upon as friendlies," said Col. Michael A. Mastrangelo, INSCOM inspector general. "At the heart of it is how we approach our work. We want our major subordinate commands to succeed and we want to pass on good news to other major subordinate commands. We like to think we are their partners, not their adversaries. When people come to us for help, we want them to believe we care. That is our ethic. I believe we have a great IG office; our people truly care and take their work very seriously," he said.

Inspector generals are proactive in performing their duties, extending the commander's reach throughout the command. Intuition, vigor and thoughtful application are key elements of that duty. The commander's guidance focuses IG activities. Army values, traditions, and professional competence provide additional focus. The hallmarks of the IG's work are accuracy and timeliness.

Perhaps the best known aspect of the IG business is the inspection program. INSCOM elements are deployed worldwide, causing members of the IG office to travel frequently. It is not uncommon for its members to be on the road over six months a year.

Inspections come in various kinds: general, special and follow-up. Each type requires a great deal of prior coordination and planning. More importantly, it demands a carefully understood focus which enables the inspectors to look at the key systems in allotted times. Planning and updating the inspection schedule is a continual process, largely driven by what the commander thinks is particularly important.

The biggest difference between the IG of old and the new and improved version is in the inspection area. In days gone by, the IG worked from an exhaustive checklist and was compliance-oriented. More often than not, an inspection was viewed as a "no win" situation.

"We have changed considerably here. We go in with the attitude it is more important to know why something is wrong as it is to know what is wrong," said Mastrangelo. "In all we do (inspections, inquiries, or investigations), although inspections are where this comes in most

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*"When people  
help, we want them to  
care. That is our ethic."*

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often, we try to address causes rather than symptoms, identify problems with policy and regulations, incorporate unit problems into Army problems, and emphasize correction at the level where effective systemic correction can occur. In so doing, we work closely with inspected units to determine what can be done to help," he said. "In this regard, units view us more positively. We don't sugarcoat or white wash anything. We try to be very thorough and, occasionally, findings as written will reflect negatively on a unit. But by and large, the overriding goal in the inspection is to teach and train by trying to get to the heart of a difficulty," said Mastrangelo.

Another key aspect of the inspection process is to locate and spread good news to the benefit of others. As the teams travel and learn about units which have particularly strong and effective programs and policies, the team advises the commander and markets the programs throughout the command. Good ideas which can be applied across the command often result in dividends for INSCOM.

The inspector general has been called the soldier's ombudsman, but IGs assist everyone in the Army family: civilian employees, family members, retirees, members of the general public (when the matter is related to an Army activity), commanders, first sergeants, and command sergeants major. The right to present complaints or ask the IG to look into a matter which may represent a systemic problem is a long standing role

of the IG. In this capacity, IGs get involved in a wide array of issues. Perhaps no aspect of the job gives more satisfaction than to help an Army member.

"Our going-in position is to let the chain of command try and solve the problem first," said Lt. Col. Jerry

Dawson, chief of the assistance and investigations division of the INSCOM IG office. "We try and act as advocate for the soldier and generally find ourselves simply directing the soldier or family member to the people responsible for a particular service. More often than not, the person who comes to the IG wants simply to talk to someone and get a sympathetic hearing. We may not satisfy everyone, but we try to understand, and if possible, correct what might be a misunderstanding or explain the reason behind an Army policy," said Dawson.

Persons who ask an IG for help, make a complaint, give evidence or otherwise contact or assist an IG have an expectation of confidentiality. This expectation includes safeguarding their identity and the nature of their contact with the IG, and protecting them against reprisal. The IG has a duty to protect confidentiality to the maximum extent possible, particularly when it is specifically requested. While the need for confidentiality and the measures necessary to protect it vary with the circumstances, the IG will always give this aspect its priority attention.

At INSCOM, the friendly forces reside in the inspector general's office. Its professionals are ready to help individuals and units succeed by resolving issues as a team. As the Army evolves into Force XXI, the inspector general's office will continue to improve its proactive, positive support to commanders.



(U.S. Army photo)



**Col. Michael A. Mastrangelo**  
**INSCOM Inspector General**

*come to us for  
n to believe we  
ethic."*



# From Passwords to Passing Information

*From the earliest days of our nation, African-Americans answered the call to arms in defense of America whenever that call came...black men and women on the battlefield were crucial to victory.*

—Gen. Colin L. Powell

By the INSCOM History Office

**T**hroughout our Army history, African-Americans have played an important role in military intelligence. The contributions of African-Americans date back to our nation's beginning.

During the Revolutionary War, Pompey Lamb, an African American, visited the British strong hold at Stony Point, N.Y., under the cover of selling fruits and vegetables. The British provided Lamb with their

password so he could make his deliveries after dark. It was said that on the night of General "Mad Anthony" Wayne's successful assault on the fort, the British opened the gates to the password called out by Pompey Lamb.

At Yorktown, James Armistead, a slave who had joined Lafayette's service with his master's permission, crossed into the British lines in the guise of an escaped slave. He was

recruited by Gen. Charles Cornwallis to return to American lines as a spy. Lafayette gave him a fabricated order which supposed a large number of patriot replacements—a force which did not exist. Armistead delivered the bogus order in crumpled, dirty condition to Cornwallis, claiming he found it along the road during his spy mission. Cornwallis did not learn of the deceit until after the Battle of

## African Americans in the U.S. Army

By Bud Greenberg and Bill Morris

**T**oday, African Americans have made marked progress in the Army as a whole. African Americans represent about 20 percent of the military force—higher than their proportion of the overall U.S. population, which is about 12.4 percent. African Americans comprise more than 11 percent of commissioned officers; 11 percent of warrant officers and 28 percent of sergeants major.

More than ever before, African Americans—as Americans of every other race are doing—are moving up in their military careers as fast and as high as their peers...all their peers,

not just the peers of their own race. And of course, as they rise in rank and responsibility, they lead persons of every race, who are integrated throughout the military services of the United States of America. That is as it should be.

Perhaps some day, when we are confident we have charted and channeled the dangerous waters of racial prejudice, we won't rely on it so much.

On that day, society will view African American history no longer as a separate book but as an important theme which weaves through all American history. On that day,

society will view the achievements of African Americans as it views the achievements of other Americans...person by person.

We Americans are proud of our diversity; we celebrate and honor our unique traditions, our special heritages, whatever they may be. Regardless of our roots, we remain—first, last and always—Americans.



*Greenberg and Morris work in the DA Office of the Chief of Public Affairs, Washington, DC.*



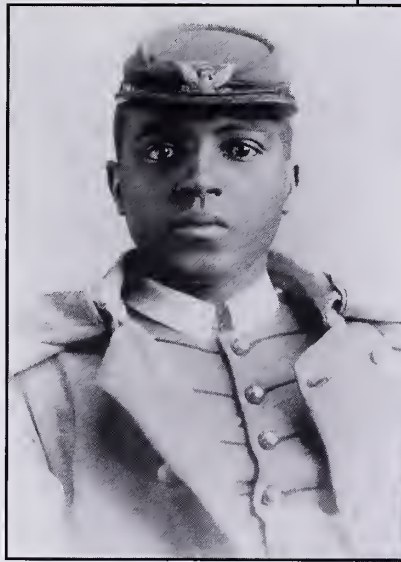
Yorktown. Armistead was given his freedom by the Virginia Legislature as a result of this and other intelligence service.

Elizabeth Bowser was called "one of the highest placed espionage agents of the Civil War." Although born a slave, she was freed in 1851 and educated in Philadelphia. When war broke out, she willingly accepted a spy mission in the White House of the Confederacy in Richmond, Va., although she had no formal intelligence or espionage training.

Acting as a servant in the home of Jefferson Davis, Bowser overheard discussions on war plans and read and memorized wartime dispatches. She passed this information to the head of the Richmond intelligence network, Elizabeth Van Lew.

Harriet Tubman, former slave and abolitionist, worked in the underground railroad prior to the Civil War. During the war, Tubman served as a spy and scout for Union forces in South Carolina. At the request of federal officers, she organized recently freed blacks into an intelligence service which provided tactical information on Confederate forces to the Union forces. She personally accompanied Union troops on a successful raid up the Combahee River, helping them to avoid enemy defenses.

Following the Civil War, the two African American cavalry regiments, the 9th and 10th, earned their spurs opening new territory throughout the Western frontier. During their 24 years of service, they earned the name of "Buffalo Soldiers" from Native Americans who respected the fierce-fighting cavalrymen. The Native Americans thought their coarse hair resembled the mane of the buffalo, whom they respected and honored. The Buffalo Soldiers fought more than 125 engagements against the Apache, Comanche, Ute, Kiowa, Cheyenne, Shoshone,



**Cadet Charles Young, United States Military Academy, Class of 1889.**

Bannock, Kickapoo, Lipan, Mescalero, Blackfoot, and Sioux Indians.

Gen. John Pershing once commanded the 10th Cavalry, instilling discipline and pride in the unit.

Since the cavalry served as the eyes of the Army, scouting was one of the buffalo soldiers' most important and dangerous jobs. The following incident is illustrative of the point. When 34 troopers from Company F, 10th Cavalry, were on a scouting mission, they were attacked by Cheyenne warriors which outnumbered them by more than 2-to-1. After a six-hour fight, more Indians joined the battle. Finally, with their ammunition running low, the cavalry mounted and shot their way through a circle of lead and arrows. The Cheyenne chased them 15 miles before calling it quits.

One of the more unusual stories from military intelligence history



**An early attaché Maj. Charles Young held posts in both Haiti and Liberia. He is shown here on duty with the Mexican Punitive Expedition, 1916. Young was the Army's highest ranking black officer before World War II.**

involved runaway slaves who escaped into Florida. They began living with the Seminole Indians and adopted their survival skills. When many of the Seminoles were forced to move west onto reservations following the Civil War, the African Americans relocated to Mexico. In 1870, the U.S. Army enticed their



descendants to return to the United States and work as scouts for the Army in return for land and money.

The African American scouts possessed valuable knowledge of the southwest territory and Native American ways. They were uncanny in their ability to follow trails many weeks old. They fought in 26 engagements, 12 of them major battles. Not a single scout was killed or seriously wounded, even though they were sometimes out-numbered by the enemy 8-to-1. Three scouts received the Congressional Medal of Honor for bravery under fire.

Charles Young was a true American hero. Born of humble origins, Young was only the third African American to overcome discrimination and graduate from the U.S. Military Academy. He was the first African American officer to rise to field grade rank in the regular Army. Young commanded elements of the 10th Cavalry during both the Philippine Insurrection and the Punitive Expedition. He was the second recipient of the prized Spingarn Medal presented by the National Association for the Advancement of Colored People.

When discrimination forced Young (who then held the rank of colonel) to retire rather than lead combat troops during World War I, he demonstrated his fitness by riding horseback from his home in Ohio to Washington, D.C. Reinstated, Col. Young served until his untimely death in 1922.

During the course of his distinguished military career, Young made outstanding contributions to military intelligence. In 1904, Young was appointed as military attaché to the Republic of Haiti. He was the first African American ever to serve as an attaché. Young was able to make an extended military reconnaissance of the country in secret and to map a considerable portion of the adjoining Republic of Domingo. His maps and handbook

on Creole were extremely important to U.S. forces when they later occupied Haiti.

World War II brought increased opportunities for African Americans to serve their country in military intelligence. The Counter Intelligence Corps (CIC) initially selected 69 agents and four lieutenants. Their

(U.S. Army photo)



**Col. Dallas C. Brown Jr.**  
**Commander, USA Field Station,**  
**Berlin**

exceptional performance with the Caribbean Command in 1944 led to an increased demand for African Americans for undercover operations. However, discrimination remained, and African American CIC agents were barred from all overseas theaters and combat duty.

On the home front, the war also led many African Americans into

governmental jobs for the first time. The Signal Security Agency located at Arlington Hall Station, Va., employed numerous African American civilians in support positions. The agency performed the critical mission of solving enemy encrypted communications and at the same time protecting Allied communications from being exploited by the enemy.

In the 1960s, Army intelligence opened to African Americans on a large-scale basis. Another milestone occurred in 1978 when Col. Dallas C. Brown, Jr., commander of Field Station Berlin, became the first African-American military intelligence officer to hold the rank of brigadier general.

In 1982, African-American Command Sgt. Maj. George W. Howell, Jr., was appointed as the command sergeant major of the U.S. Army Intelligence and Security Command. Howell, a veteran of both combat arms and intelligence duties, went on to serve as the first Honorary Sergeant Major of the MI Corps.

From passwords to passing information to keeping pace with today's technology, the contributions of African Americans to the Military Intelligence Corps and INSCOM are critical ingredients of success. The pride of a job well done extends across all racial lines.



## **West Point Military Academy Facts**

- First black male to graduate was **Henry Flipper** in 1877.
- First black females to graduate were **Pam Walker** and **Joy S. Dallas** in 1980.





# Deployed to Haiti

INSCOM “grows its own” leaders, often through the trials and tribulations of a deployment experience. “Learning by doing” is still our best teacher.

Story and photos by  
Capt. Elena M. Howard

***I**NSCOM soldiers and civilians deploy every day to all parts of the world. Capt. Howard kept a record of her experiences in Haiti and agreed to share excerpts of her lessons learned with our readers.*

*— Editor*

**Capt. Howard during an excursion in Haiti . . .**



## Feb. 25, 1995

I arrived in Port Au Prince, Haiti, today. I flew to Fort Benning, Ga., from Washington, D.C. two days ago. In Georgia, I received gamma globulin, Tuberculosis and flu shots, plus an HIV and DNA registrations. Yesterday, I was issued a TA-50 and a 9mm pistol. Today, our C-141 departure was delayed three hours due to maintenance problems.

Now in Haiti, I'm attached to the J3 of the 25th Infantry Division. I work with the Worldwide Military Command and Communications Systems (WWMCCS) system. Two Air Force sergeants and two Army sergeants work in our section. The Air Force personnel have been here a week and are quick learners. My NCOIC, Staff Sgt. Sheila Moss, arrived last December and will leave in April when the United Nations' forces take control of the operation. I may get to leave then, too.

The living accommodations are warehouse open bay, which is better than the troops housed in tents near the airport. All the bathrooms and showers are unisex, with a sepa-

rate changing room for females. Everyone is nonchalant. We work next to our sleeping area.

Phone calls are free but there are few phone lines. The food is good (we had shrimp and rice today).

This place reminds me of an old Girl Scout camp. I've got a cot and

some shelves and a footlocker. There are TV rooms and a weight room.

The compound has a 1.3 mile loop for running. Few people leave the compound; when they do, they wear full gear with loaded weapons. I think I'll be okay.



"Living quarters remind me of an old Girl Scout camp."

## Feb. 26, 1995

I learned we will become homeless today. Our van, which is our shop, gets shipped April 15. I am searching for a new house for us, but no one wants to give up space that meets our security and air conditioning requirements. I'll keep working on it.

I spent today, Sunday, getting my bearings and settling in. I sunbathed today, but only a half-hour on each side. I didn't want to burn. I took my malaria pill before I ate and got sick after breakfast. Lesson learned.

In processing went well. I started my separation and hazardous foreign duty pay and was briefed by my colonel (J3 plans). He's infantry; I'll do fine.

We should get a master sergeant from the Air Force on Tuesday. We're scheduled to move under the United Nations responsibility after the 25th Infantry Division leaves.

I ran today—2.6 miles—HOT!

Finally uploaded a report...took until 0130 this morning.

## Feb. 27, 1995

My first full day of work; I'm still resolving our homeless problem. I

think I've got us a XVIII Airborne van, so now I'm thinking about a generator. We're working out the communications kinks between the

Air Force and Army way of doing business, which takes time.

Mailed a letter to mom today.



## Feb. 28, 1995

Ran 2.6 miles this morning; also did sit-ups and push-ups.

Air Force Master Sgt. Michael Harlan arrived today: first impression; very knowledgeable.

First conflict today. We told the Joint Movement Control Center (JMCC) people who work our redeployment we needed more informa-

tion from them. They need to decide which unit type code to use and not rely on our people to pick one. They said it didn't matter because no one looks at it. We said it wasn't our decision to make. Master Sgt. Harlan suggested we move up to the next rung on the ladder and ask them. Good idea.

I received my first E-mail from Dave! I'm glad we will be able to talk on a daily basis.

We're all working out the bugs with the new people on board....four out of six of us are new arrivals.

Big rumors today. Since we may be part of the U.N. staff, the U. S. officials say the United Nations should give us per diem and lodging. The United Nations thinks we will be part of the United States' contingent. Big fight.

## Mar. 1, 1995

One month down! We shot 9mm pistols today. Three of us did well; one of us was shooting for the first time. He improved by the second round. We watched the U.N.

general's body guards shoot—very scary; all head and chest shots on demand.

The range was a 45-minute drive (20 miles). It was my first time away from the compound. Haiti reminds me of Jamaica, only worse. Houses are in ruins, people in the streets

hang on to buses. Everyone was very friendly as we drove by, and that's a good sign. I took photos.

Today, we started working out the bugs between the mobilization guys in JMCC and us.

## Mar. 2, 1995

I scheduled my troops for a chaplain's retreat and visits to a mission and an orphanage.

I found us a home! They will build us an area within the headquarters building.

We received word we will fall under the Joint Task Force and live here in the light industrial complex. One person must be sent home. It can't be the technician, who is our only mechanic. Both the operators want to stay six months. Harlan has enough rank to get things done, so maybe I can go home by April 15.

Another problem to solve today; tracking down my tool kit. It was sent Fed Ex, but that is difficult here. A company called Anndex works it, but they didn't know where Camp Democracy was and they didn't have my package. I'll try again tomorrow.

It is hot here, with no rain.



View of Haitian countryside during a 45-minute drive back from the range.





Downtown Port au Prince; soldiers could not go downtown, but could take photographs from their patrol vehicles.

## Mar. 3, 1995

We're still on the verge of being homeless. The camp commandant is aware of our situation, but there are glitches. The commandant and the J6 are working a plan of "who moves where." We need a home by March 20.

We're also trying to reconfigure our system to convert from military to commercial telephone lines, but having trouble synchronizing the multiplexors between here and our home station. We are improving our support to customers.

We sent a "3-meg" operations order today and it took six hours. We

broke the file into three disks and zipped them.

The rain poured down in torrents today for two hours, flooding our street.

I ran 3.9 miles today — slow, but without hurting.

## Mar. 4, 1995

One month ago, I was getting off the plane. I am amazed at the abil-

ity of the human spirit to adapt to its environment. Though I'm not totally integrated here, I have fallen into a routine that feels comfortable. Things are beginning to run

smoothly, and we are working with the new Joint Movement Control Center people to resolve issues.

## Mar. 5, 1995

Another Sunday off work. I learned another lesson from the sun today. I was very careful to sunbathe one-half hour per side, but did not

use a sun block. Wrong! Lesson learned.

A paint crew flew down on the same plane with me. I offered to help them paint vehicles today, but they were still amazed when I showed up. I taped my shoes and

dressed in coveralls, a hood and a respirator. I painted a rover, a 2 1/2 ton truck and an ambulance. It was very hot, and after three trucks, I turned it back to them.



## Mar. 6, 1995

Monday! Monday! The generator powering our system was down for two hours this morning. Then the printers wouldn't work because

the multiplexor cards have to be in specific machines. We thought they were interchangeable. We ordered a two-person safe today for our cryptological area and got our laser printer. Cool!

I also chopped my hair off at the local barber, but now I'm thinking of letting it grow out.

Sent E-mail to Dave.

The tool kit and box from home came today, only eight days for priority mail. Not bad.

## Mar. 9, 1995

Well, it's official. Our new home is in the Joint Operations Center (JOC), the old Information Systems Security Office (ISSO). We'll move as soon as ISSO moves out.

My troops decided since they have 90 day orders and I have 179 day orders, I should be the one to go

home early. That either means they like me or they don't. I hope it's the former.

The logistics people said they didn't exist, but I found some non-skid stair treads today. I talked to Brown and Root, the service and maintenance contractor and presto.... we had non-skid. I do know how to scrounge.

A man who *said* he was the veterinarian yelled at me for playing with Waggles, a stray dog. He said if the dog bit me, both of us would be in trouble. Then he kicked the dog. If he's the vet, why hasn't he vaccinated the local dogs and tagged them as a preventative? There are only about a half-dozen dogs.

## Mar. 10, 1995

We submitted the work order for our new room today. We need to renovate it and upgrade security.

I'll be going home around April 15. I have mixed feelings about it. I really miss Dave and will be happy to be back with him, but....I feel as if I'm skipping out on my troops here. Even though I don't think I

have much of a job, I am sharing the misery. I'll get 45 days here now, but I won't get a United Nations ribbon. Their staff needs a protocol officer....too bad I don't have any tact.



Off duty, Capt. Howard gets ready to paint vehicles white.



On duty, she locates Port au Prince on an area map.



**Mar. 11, 1995**

What a great day today! First, we boarded a CH-47 Chinook and rode to the other side of the island. I sat in the troop commander's seat, which was a jump seat between the pilots. I looked through the windshield and wore a headset to hear the

pilots' conversations. There were three helicopters; ours and two UH-60 Blackhawks. I took lots of pictures. They "ragged" on one of my airmen when he asked for an airsick bag. I'm proud of him though, because he didn't need it.

We flew to Cap Haitian to see the change of command between the Caribbean Command II and III.

They rotate the whole command every six months. It was good, but I'm glad we're not living there. It's tent city.

On the flight back, I sat in the open tailgate, got a cushion and slept through the one hour flight. It was a rough flight, and if I hadn't slept, I probably would have gotten sick.

When we returned, we borrowed a HMMWV and my troops drove around the airfield. They couldn't "4-wheel" it, but they did learn to drive it.

I talked to the engineers about our new home. They will get us power and materials to board up our windows; we will do it through self help.

We're going to a post concert tonight. I still can't get through to Dave on E-mail. The day was fun and fulfilling, but I want to get my troops on a boat, up to the Citadel and to the beach. I feel as if I am a camp counselor. I love it.



**Caribbean Command headquarters at Cap Haitian—part of the United Nations forces.**

**Mar. 14, 1995**

E-mail is up! I wrote Dave.

After the run today, I drank some sort of juice and ate a banana. Wrong! It didn't stay down long. At sick call, they gave me an anti-nausea shot and some pills. The dry heaves continued, but I wasn't dehydrated, which was good. I went back to my bunk and slept for two hours.

I talked to J4; we should be able to sign for our pickup M1008 CUCV pickup truck early next week. Yeah!

I checked on awards for my people; they should be approved by next Monday.

I wrote memos requesting retrograde orders for us. They have to be signed by the chief of staff....should get them back this week.

Our system keeps breaking. I called Atlantic Command for a new multiplexor card. The problem today was "bit" errors at the distant end.

Harlan is tracking down the reason we are not getting all the information being distributed. We are too far down the food chain and are still considered stepchildren.

**Mar. 15, 1995**

Only 30 days to go!! Got some of my photos back today; they're good.

Learned another lesson today. I started a fight to upgrade an award for a soldier but didn't read the citation submitted. Poor English! I must remember to check things first!!

Our system still keeps going down. Problems at the distant end so we will try to patch through a different circuit.

We still have printout calculation problems. The J4 WWMCCS at At-



lantic Command wants us to capture proof. We will try to help, but they should be able to do this at their end.

Lots of uniform changes in what you can wear, when and the location; it's a mess.

Didn't run today; my troops slept late, so I went back to bed. I'm feeling lazy, but good....no sickness, yeah!

E-mail messed up again today.

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## Mar. 16, 1995

The system was up and down today.

I notified J3, the sergeant major, J6 and engineers that we have to be in our new area by 1300 on 20 March. J3 has the carpenters, the engineers will try to get materials and J6 will move ISSO.

President Clinton is coming on the 31st; the visit takes priority.

Harlan is tracking a training session scheduled in April by U.S. Army Forces Command for users of software updates. I'm glad he is here. He keeps track of things and follows through on them. He's very good at moving troops. He gets them to do things and think they like to do it. He has taken control of my vampire specialist!

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## Mar. 17, 1995

Very interesting day. I began teaching English as an assistant to 1st Lt. Scott Linton at our children's

school. He was preparing the class for a test. I taught the verb, "to sell." The students are smart; they know what positive and negative present and past means.

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## Mar. 19, 1995

Beach party day! The Morale, Welfare and Recreation shop contracted a fishing boat to take us to an island to swim. First, we had to drive through downtown Port-au-Prince....very scary. People were everywhere selling food next to sewers. Now I know why we don't drink the water.

Our boat resembled the "Minnow" from Gilligan's Island. We had to wait an hour on fuel. (Thank my nauseated soul for that.) We

landed on an old resort island which had been managed by a Haitian before the money launderers gained

control. The place is in ruins now, and it reminds me of the Palace of Minkonos on Crete. We walked the

old sidewalk all around the island. With \$500,000 or a cool million, it could be a nice place.

We collected shells, swam, relaxed and lunched on the boat. It anchored close to shore so we used it as a base. The water was clear and very salty. The others brought equipment and snorkeled in the water, but I just floated around on a tube, using lots of sunscreen.



**Morale, Welfare and Recreation provided local transportation to a nearby island.**



**Local egg vendor seen during a bus ride in Port au Prince.**





During our island excursion we had the opportunity to do some swimming, snorkeling, and shell collecting.

## Mar. 20, 1995

What a day! First, one of our systems wouldn't print on the big printer. Then I dropped by the ISSO and discovered they had not moved. A specialist said he didn't have an indication when they would move, probably sometime that day. I talked to JG Lt. Col. Bowers, who will get them moving.

To get my driver's license, I took a written test on a HMMWV. I wanted a CUCV pickup license, but took the test anyway and got my license.

When I returned to J4, they said the contractors had to use their assets to move our van to the dock for shipping, but the contract worker "dug in" and said the Army had to move the van. I took the worker to Lt. Thomas; I was tired of getting the run around. I told him since he owned the van, he could deal with moving it.

Meanwhile, ISSO had not moved from our space, so I grabbed my troops and started moving them.

Communications went down, so no more products. Good day for moving.

We may get our truck Wednesday.

We moved in and got our system working, but are still without the printer. We taped and chained the doors and windows of our new area before learning the air conditioning was dying.

The new place is okay, but we are getting lots of mosquitoes. The J6 has its E-mail, routers, and a server in here with us. The room gets hot quick! Harlan pulled maintenance on the air conditioner.

## Mar. 21, 1995

This is day two of sharing E-mail. It's okay, but a little rocky overall. When asked about 24 hour operations, I said, "No sweat, but personnel must be cleared." They didn't have any available because they didn't plan for it. I wasn't going to

have my troops stay, so their major stayed the night. Poor planning on their part does not precipitate a panic on mine. I bet he'll have lists of people ready for tomorrow.

Our air conditioner is icing up. We know the prognosis is not good.

We moved our sleeping area from the Joint Logistics Support Element into a new building. We have parti-

tions but the bathrooms are port-a-pots. Showers are hot; just pull a chain for water. We will have to move again if they assign slots.

This was not a good day. I ripped a contact lens and broke my camera. We have *big time* power problems and the lights are dim.



## Mar. 22, 1995

I was "chewed" today by the J6 lieutenant colonel. They were putting a PC in for E-mail and we wanted to share it. The user said, "Don't touch my machine." I told him he would be under utilizing his machine and it was waste, fraud and

abuse. His lieutenant colonel told me not to touch *his* stuff in one breath and not to get territorial in the other. I informed my chain of command and played "nice person." All is better now.

The air conditioner was frozen solid, so we turned it off. The engineers called service and is getting one from the surgeon. We finished

organizing the room....looks good now.

We were the only room on Haitian local power, which caused some of our problems. They switched us to a generator and will put in more circuits soon.

Dad sent cookies today and mom sent a letter yesterday. Lt. Col. Bob Martin sent books and candy.

## Mar. 24, 1995

It was a fiasco getting our truck today. The two vehicles we requested resulted in one vehicle assigned twice. The next vehicle had a jammed steering wheel lock, so we finally borrowed a HMMWV from J1.

Ammo is still a problem here and no one wants to give us any, even though we are in a hazardous fire zone. We finally exchanged two 9mm pistols for M16s just to get bullets.

After an hour and 30 minutes, six of us set out in two trucks dressed in full combat gear to drive five minutes to pick up the third truck. When we got there, the truck wasn't ready. Sgt. Maj. Capatillo said he would deliver it the next day. We spent the morning picking up supplies, not all of it for us. We picked up a footlocker for our weapons and Harlan,

ever resourceful, thinks he can get us ammo.

We need to talk to the new J3 about assigning weapons to Staff Sgt. Fred Kinzel and Staff Sgt. Chuck Williamson. Williamson wasn't issued one and Kinzel's Air Force weapon is an AR 15 used in Vietnam. There is no ammo in country for it.

Called Dave. He asked if I was sad to be leaving my troops. I said yes and no....I'm having fun learning things, but once the transition is complete, my job will become routine. Maj. Kahanka, United Nations, asked me to stay and work for them, but I said, "no thanks." I care about Dave too much to tell him I'm going to stay voluntarily.



**Light Industrial Complex — Office spaces and troop living quarters were located in the same area.**

## Mar. 25, 1995

It's graduation day at the school where we teach English. All the generals were invited in an effort to gain support to keep the school open.

I talked Harlan through motorpool

paperwork today. We may have to get weekly dispatches from Warrior Base. The telephone company tried to transfer one of our systems to their circuit but had problems. Kinzel is having fun doing his tech job!

I started working with J3 plans on President Clinton's visit. I'm work-

ing on the timeline/execution checklist and updating the point of contact list. Tomorrow, I work on the operations order.

I'm leaving on the 15th, so I moved to transient billets today. I have a bigger cubicle and a longer walk to the showers.



## Mar. 26, 1995

It is Sunday, but there is no time off today. I started with reports for the Joint Movement Control Center and then worked on an execution

checklist. One of our systems is still down; we all think it's at the distant end.

The major "caught" Williamson using his E-mail terminal and had a fit until Williamson told him he was his home station operator. I think J6

will be more cooperative knowing we have expertise to barter. They've already asked Kinzel to help the other techies fix machines.

My new home is okay. It rained last night but I stayed dry.

## Mar. 27, 1995

The system came up today. A technician located a faulty phone jack in our multiplexor.

Fred has been helping J2 fix a command plug cable. He's in tech heaven.

I'm still working on the presidential visit checklist today. I bought a camera. Waggles attached herself

to Headquarters and Headquarters Company of the 25th Infantry Division; she was content to lay near the physical training leader today.

## Mar. 29, 1995

Actually, it's 0230 on the 30th and I've just finished the execution checklist for President Clinton's visit.

We had a disconnect today on a visiting Air Force general. I scheduled the visit to my section for 1930 to 0730 this morning. They rescheduled it for 2000. I sent half my unit to chow and went to operations before 1900. The general came at 1855 and talked with the remaining

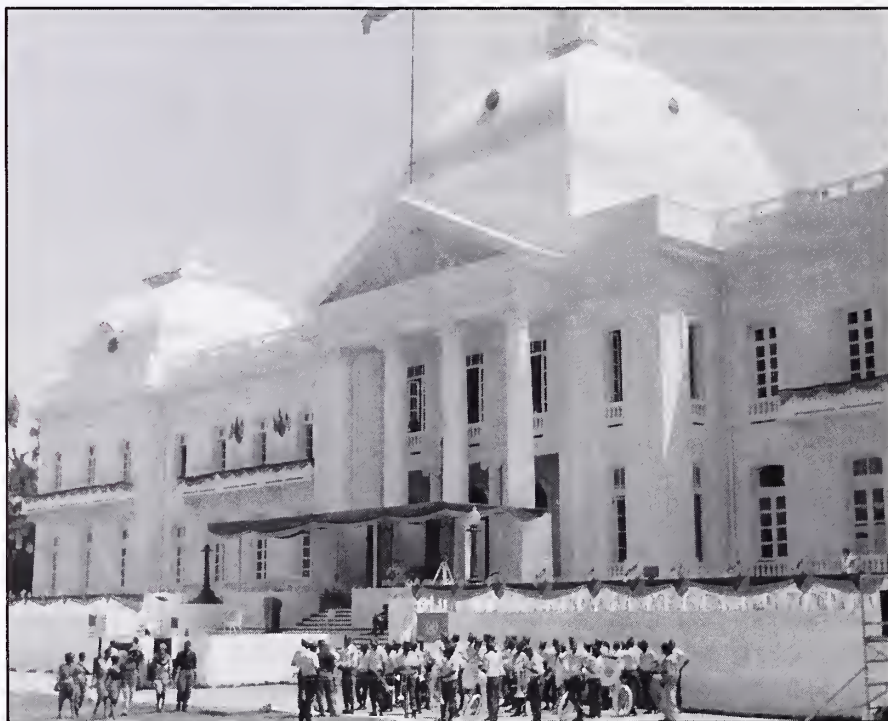
members. Two more troops returned early from chow and visited with Maj. Gen. John Sams, the Atlantic Command's representative for WWMCCS. He was escorting the Bangladesh commander. I returned as he was leaving.

## Mar. 30, 1995

Today I trained as a press bus escort. You know, the "Folks, the bus leaves at 1230 sharp. We won't wait for anybody—this means you," job. I think it will be fun.

I went to the Palace to scout the location of the press. I took my Air Force troops because I wanted them to see the Palace. We toured the grounds (inside and out) and watched the rehearsal. The sergeants saw workers washing pigeons for the ceremony....no joke!

When we got back, we had lights and a new 18,000 BTU air conditioner. You can hang meat in our office now!



A view of the Palace; troops rehearse for President Clinton's visit.



## Mar. 31, 1995

Presidential Visit Day! What a time. I was at the pick-up site at 0500....woke up at 0446 (what a way to start the day). I made it on time.

I picked up the press at the airport and took them to Warrior Base. We used the wrong gate and got that fixed in route. Seeing President Clinton was a blast; it reminded me of a USO show from the movies.

As a press bus escort, I was on the press platform with a great view and a camera! Wolf Blitzer, the CNN reporter, was on my bus for a while.

At the Palace, I went up three flights of stairs and a metal ladder across the roof, up the roof into a belfry, and up two more ladders into a cupola. That's where the guards/snipers were. What a view!

I watched the transition ceremony from the viewing stand while 5,000 Haitians stood outside the gates.

When we wanted to leave, our bus was gone. When we returned to



**President Clinton spoke to the troops at Warrior Base in Haiti.**

camp, the driver said the White House man (Trevor) told him to leave. Trevor agreed to send us autographed photos of President Clinton.

I've had eight hours of sleep in the last 24 hours. The major said my checklist made his life very easy. One long day today.

## Apr. 3, 1995

It's a slow Monday. Most of the Haitian workers lost their jobs when the Multinational Force left. The ones who are still working get new badges. The Bangladesh Army is guarding the compound now and they can't read. The Haitians are waving badges and crowding our compound to get new badges. It's tense because they are desperate for work.

Good news for the school; the United Nations is supporting it, so we are going to replace the teachers who left. A "Capt. Pennington" will be the principal. Today there were few students because of the job situation.

I mailed my first form letter today, telling friends what I've been doing and when I would be home. E-mail is up and I've talked to Dave again. It makes me feel good because I hear his voice in my head when I read his messages.

We have a refrigerator in the unit now, but still need a TV/VCR and couch.

We dispatched our truck today and applied for United Nations licenses. I think they will be similar to the ones in Europe.

Next week, the motor pool is going to teach our people to drive a five-ton truck, so it's still exciting to learn another new thing here.

## Apr. 5, 1995

The system is still down; we are keeping a log of our tribulations. Hampton Roads has no record of a

malfunction or work order. The Haiti tech control guys who logged them in went home. Now we know to call systems control to start the official logging.

Dave didn't answer my E-mail today. I hope he got it.



## Apr. 6, 1995

I'm leaving next Wednesday; within five days of my orders. I'll be home by the weekend.

The system came up today. After four days of testing and checking,

Hampton Roads finally checked the baud rate on their modem. Ours is 9.6 and their rate was 7.2. Arghhhhhhhh! We told them to check their stuff on the first day, so we sent a report to the Atlantic Command telling them of this latest problem.

Lt. Col. Morrison of 2nd Brigade wants to know what will happen to their redeployment in June if my troops leave in May. I think that was a hint to extend. We said the new people will be trained and the continuity will continue.

## Apr. 11, 1995

We researched some issues today. There are 14 pallets of milk in Puerto Rico which was ordered but not coordinated with the Air Force for shipment. The Air Force stopped running flights, so Williamson tracked down the information to order a plane.

The school was mobbed today. Students and others thought they would get work badges. The principal closed school for a week to get all the names of "true" students for "school only" badges. I left my class list for badges with the principal.

Harlan, Kinzel and Williamson gave me a wood carving with my name and "Haiti 95" on it. It's

really nice, and I will truly miss them. If they are average Air Force people, then I'm in the wrong service. The airmen are smart, competent and willing to dig into a problem to fix something even if it isn't "their job." It's great to work with this caliber of people.

I sent E-mail to Dave.



Waiting at the departure terminal in Haiti are (left to right), Master Sgt. Michael Harlan, Staff Sgt. Chuck Williamson and Staff Sgt. Fred Kinzel.

## Apr. 14, 1995

This will be the last entry in my Haitian journal.

I boarded the plane to Charleston at 1600 on April 12. I flew into Fort

Benning at 1200 hours and checked into a room in the barracks at 0130.

The turn-in had no hassles, but the flight to Nashville was rough. Twenty-four hours from Haiti, I was home with Dave. I will miss my section, but I'm glad to be home.



*Capt. Howard is a wide area network officer at the Information Management Division, National Ground Intelligence Center.*



# TEACHING THE LESSONS TO LEARN

By Shirley K. Startzman

**T**he date is 18 May 1995; the place is Fort A. P. Hill, Va. The fort is full of activity. Military police man roadblocks and guard enemy prisoner of war camps full of detainees. Interrogators and counterintelligence agents screen and interrogate the hapless prisoners for information. Intelligence analysts busily post the information on briefing maps while psychological operations people write leaflets designed to convince the enemies to stop fighting and join the winners. It seems more like biblical Babylon than Virginia with people speaking in many languages and interpreters filling the vital role of helping communicate from one language to another.

This is "Kurdish Inquisitor," the MI portion of "GOLD SWORD III," the biannual exercise designed to test the skills of Reserve and National Guard units, assisted by active Army units. For the third time, 66th MI Brigade will supply trainers and evaluators to run the intelligence portion of the exercise.....GOLD SWORD III.

Chief Warrant Officer Dobromir Neikov developed the "Kurdish Inquisitor" field training exercise to train participating military intelligence personnel to be technically and tactically proficient. To satisfy all METL requirements, senior interrogators, agents and trainers evaluated soldier skills used in a tactically deployed exercise. Several soldier skills identified and evaluated include screening, interrogating

and debriefing in a foreign language, use of interpreters, document exploitation, psychological operations and counterintelligence related operations. The training standards match the standards contained in TC-34-10-20-1.

When asked about his specific role in GOLD SWORD III, Neikov, the joint interrogation facility observer/controller, explained slowly, "You learn the best when doing. I guide and suggest. I let them make the mistakes and then I suggest tactfully how to learn from that mistake.

Since the exercise plans are consolidated into one unclassified document, all units' personnel train using the same focus of intelligence collection and rapid dissemination to a higher headquarters. GOLD SWORD III also used 10-12 British professionals as interrogators and role players.

Neikov warned soldiers of a potential exercise pitfall which occurs during a certain phase of activity. "It is working closely with the military police in processing and screening prisoners of war because that is the most crucial phase. With 500 POWs, you must screen for the best 20 to select for interrogation. The soldiers must look for officers in command positions and noncommissioned officers in operations command positions," he said.



**"You learn the best when doing," said Chief Warrant Officer Dobromir Neikov. "I guide and suggest. I allow them to make mistakes and then I suggest tactfully how to learn from that mistake."** (Photo by Shirley Startzman)

"For example, if we find we have a general's driver, [the driver] has a higher priority than a captain. He knows the units and the nomenclature; he hears the mission of the unit and what the general thinks, because in most cases, it [conversation about the units] happens in the back seat while he is driving," said Neikov.

GOLD SWORD III provided training and experience in how to select those in command positions for interrogation first. Through repetition, soldiers moved from a "step-by-step" observation to a "total scene" assessment, noting details quickly and disseminating the information to appropriate experts.

Neikov had one last evaluation of the interaction and communication among active Army, Reserve and National Guard soldiers participating in the exercise: "Excellent!"



Mrs. Startzman is editor of the INSCOM Journal.





# Retirement Roulette

*Military or civilian, the conflicting emotions of deciding when to retire cannot be solved with a cookie cutter....each person and situation are different*

By Lisa Gilley

**B**ehind the quiet demeanor of the military or civilian worker in the next cubicle could be a mind tortured with a question that has no easy answer.

Wilma Wheeler, INSCOM personnel management specialist, has counseled what seems as hundreds of civilians over the past few years, and can tell you what many people around you are going through.

"To retire or not to retire; that is the question," said Wheeler, paraphrasing Macbeth, "There are so many factors and so much uncertainty."

To complicate matters, each individual situation is different. What might be a good decision for one person, might not be for another. People have different family responsibilities. They must also think about health insurance and survivor benefits.

In addition, some people are under the old retirement system, the Civil Service Retirement System (CSRS) and some are under the new Federal Employee Retirement System (FERS). The rules are quite different between the two systems.

Then there is the question of whether the \$25,000 early retirement benefit under Voluntary Separation Incentive Pay/Voluntary Early Retirement Authority (VSIP/VERA) will be offered again after it ends in March 1996.

Still another factor is the uncertain job market. People might ask themselves, "If a job is available in the private sector or civil service now, will it be available if I wait to retire in a year?"

"In the end, it's what is right for you," Wheeler said.

Chip Breslin, a logistics management specialist, just faced the hard question and won the retirement roulette on Sept. 3, 1995. He chose to retire at age 48 after 27

years, seven months and two hours. Yes, he had it calculated down to the hour, including his six months of accumulated sick leave. He experienced several weeks of tension, however, before making the decision. He wasn't sure retirement would be a viable option, and had barely entertained the thought until he sought the counsel of Wheeler and found he could do it and manage well.

"It was scary," Breslin said. "It's not just wondering what you'll do when you take a pay cut. The thing that's absolutely terrorizing is knowing that something that has been a huge part of my life for almost 30 years is gone. After I walk through the door that last time, I will no longer belong here."

But he has the kind of attitude people need before taking the plunge into retirement, according to Wheeler. It's sometimes more important to have the right outlook than to know for certain you'll make enough money.

"I look on this as a new challenge and new adventure in my life," said Breslin. "I'm excited about it."

If his recent cheerful mood was any indication, he made the right choice. He is now attending college, taking the basic core courses at Northern Virginia Community College before deciding on a major at George Mason University in Fairfax, Va. He wants to move eventually to a rural area. He's also toying with the idea of later joining the Peace Corps. He's looking at retirement as a launching point for a new life.

The only certain aspects about retirement for civilians these days are the rules: they must be 55 years old and have 30 years of service, or be 60 years old with 20 years, or 62 with at least five years of service to retire with full benefits under CSRS. These people lose two percent in retirement pay for each year they are under the age of 55.

FERS, however, is a different story. It began in the early 1980s and amounts to less retirement pay, so people



need to factor in their Thrift Savings Plan contributions for an adequate retirement income. The government matches contributions for people under FERS, but not for CSRS.

It can get complicated. People usually approach Wheeler and say, "I'm thinking of retiring in fiscal year 1996. What are my options?" She gives them a print-out with answers to their questions, talks with them and prepares them for handling the often frightening process at the Fort Belvoir Civilian Personnel Office.

A plaque hanging over Wheeler's desk may best sum up the decision process for both military and civilian employees: "The difficult age has come and lit; I'm too tired to work and too poor to quit."

The active duty military face just as many frightening and uncertain emotions as civilians do.

When all the downsizing and cutbacks in the military started about five years ago, the Secretary of the Army and Chief of Staff created the Selective Early Retirement Board (SERB) process as a way to reduce the total numbers within certain officer ranks. The SERB reviews an officer's performance record and decides whether to recommend them for an early-out with retirement.

When tagged to go before the SERB, an officer's mind invariably begins replaying the past few years of a career thinking about ratings and accomplishments and wondering, "Will I be one of the few to make it?" They can only wait for the results.

What adds to the stress for officers is the often long wait for guidance, or guidance that may seem confusing, said Lt. Col. Sal Acosta, chief of the office of the deputy chief of staff for logistics supply and services division.

Sometimes soldiers wait months before getting a final answer—one way or another, he said. "If soldiers could just get a definitive answer, it would not be as stressful," Acosta said. "The people you call (at HQDA) don't seem to know."

Acosta said the people with the rank of major are being hit especially hard for fiscal year 1996.

"It used to be that if you reached 18 years of service and were passed over twice for promotion you would be able to remain until 20 (years) without a problem," Acosta said, "but not now. It is not even certain retirement will be offered to twice passed over majors."

Each year a different rank might be targeted for reduction. A message might go out to everyone in the specific rank and "primary zone" to inform people the Army needs to reduce the total number in that rank, for instance, by 200. If the Army is able to get 200 people to voluntarily retire, reduction in force boards may not be needed. It's a difficult decision.

The number of people targeted for reduction in a specific rank depends on the force structure and the type of job they perform, according to Acosta.

Fortunately the results are kept "close hold," strictly between the commanding general and the officer, who is given a date to leave service. If the officers so choose, they may keep private whether their retirement was planned or unplanned.

Requirements are also tightening for the enlisted ranks. If they don't make certain promotion levels, they may have to leave the service.

The tough question the soldier must answer is whether to play it safe and take voluntary early retirement and lose some retirement pay, or risk waiting for full retirement and being told to leave when they're not ready. The ideal situation for them is to remain in the service as long as possible to get more retirement pay.

During this decision-making time, soldiers often consider several intangible factors, such as the possibility of one more unaccompanied tour at a time when their children need them most or a parent is ill. Balancing the personal sacrifices against the professional career may become more difficult for the soldiers nearing retirement.

A commissioned officer at the rank of lieutenant colonel retiring in

1995 would get a regular monthly retirement pay of \$1,429 after 15 years and \$2,349 after 20 years. If that same lieutenant colonel could remain in the service for 30 years, the retirement pay would jump to \$3,647 a month.

A warrant officer (WO3) would get \$958 monthly after 15 years of service, \$1,484 after 20 years and \$2,388 after 30 years. An enlisted member, E-5, would get \$584 after 15 years, \$820 after 20 years and \$1,231 after 30 years. These figures are published by the Department of Defense Actuary.

(continued on page 42)





# Language: Foreign or Second?

*There is a difference between writing foreign words on the back of your hand and knowing a language as well as you know the back of your hand*

By Chief Warrant Officer Tim Jones

Is there a difference between foreign language and a second language? You bet there is. Foreign language proficiency implies having some skill in a language foreign to you. Second language proficiency implies having a level of understanding and comfort in a language other than your native language that goes beyond being able to use a dictionary, rely on a grammar book or understand concrete topics. It invades the world of the abstract and gives the individual the ability to "read between the lines," understand the thought process behind communication, interpret non-verbal communication and gestures, and anticipate behavior before it occurs.

The objective of all language training should be to give soldiers "second language" proficiency. This requires a paradigm shift and takes a large investment of time and money. Linguists with foreign language proficiency limit their effectiveness and their commander's options, which in turn, increases the risk to an operation.

Linguist support is increasing during joint task force operations. Joint task force commanders are demanding linguist assets during the initial stage of operations planning. They do not ask for linguists based on proficiency test results. They demand linguists who are comfortable in non-traditional linguist roles because this gives them the greatest flexibility in conducting an operation. The language community must

be prepared to supply "second language" proficiency.

Read the English translation of the signs in the box below. Found in various foreign countries, the signs demonstrate the difference between translating word-for-word and translating the intended message from the words. While the signs are amusing, the point is clear; it takes work to get beyond the laughter and understand the message.

These signs were translated into English by highly educated professionals from their respective countries. They understand English as a foreign language but they do not

demonstrate second language proficiency in simple translations.

These difficulties mirror the Army's language proficiency level today. Imagine such mistakes in a turbulent and fluid environment such as operations other than war. It is time to improve second language proficiency.



*Chief Warrant Officer Tim Jones is a staff language technician in the INSCOM Language Branch, Fort Belvoir, Va.*

**In a Tokyo hotel:** Is forbidden to steal hotel towels please. If you are not a person to do such a thing is please not to read notis.

**In a Paris hotel elevator:** Please leave your values at the front desk.

**In a hotel in Athens:** Visitors are expected to complain between the hours of 9 and 11 a.m daily.

**In a Japanese hotel:** You are invited to take advantage of the chambermaid.

**In the lobby of a Moscow hotel:** You are welcome to visit the cemetery where famous Russian and Soviet composers, artists and writers are buried daily except Thursday.

**A Swiss menu:** Our wines leave your nothing to hope for.

**A Hong Kong tailor shop:** Ladies may have a fit upstairs.

**Remember . . . Traitor**





## Special Pay for Bosnian Duty

U.S. service members will receive additional pay while in Bosnia-Herzegovina supporting the NATO peace implementation mission.

Defense Finance and Accounting Service officials in Washington said service members on Bosnian duty will receive imminent danger pay, currently \$150 per month.

Service members with family members will also receive a family separation allowance of \$75 per month, provided the separation is more than 30 days.

In addition to the above pay, enlisted members will also receive a "certain places pay," ranging from \$8 to \$22.50 per month. This allowance is based on pay grade. Enlisted members E-4 and above and warrant officers may also receive sea duty pay. Commissioned officers must have three years aboard ship to receive sea pay.

Finance officials said if members are placed on field duty, upon deployment, they will temporarily lose their basic allowance for subsistence. If the situation in Bosnia is stable enough that the task force commander places members on regular TDY, they will reinstate subsistence payments.

Finance officials also said Bosnia is not considered a combat zone designation and all pay will remain taxable. (*American Forces Information Service*)

## Retention NCOs Get Credit for IMA Placements

INSCOM career counselors can now receive credit for placements to individual mobilization augmentee positions at INSCOM. At the request of Brig. Gen. Michael Dunlavey, former INSCOM deputy commanding general (IMA), the U.S. Army Personnel Command has approved the award of mission credit, once retention quotas have been met. Retention NCOs should read the PERSCOM memorandum dated Oct. 4, 1995, for more information. (*Lt. Col. Warren Snyder, DSN 235-1330*)

## "GulfLINK" is On-Line

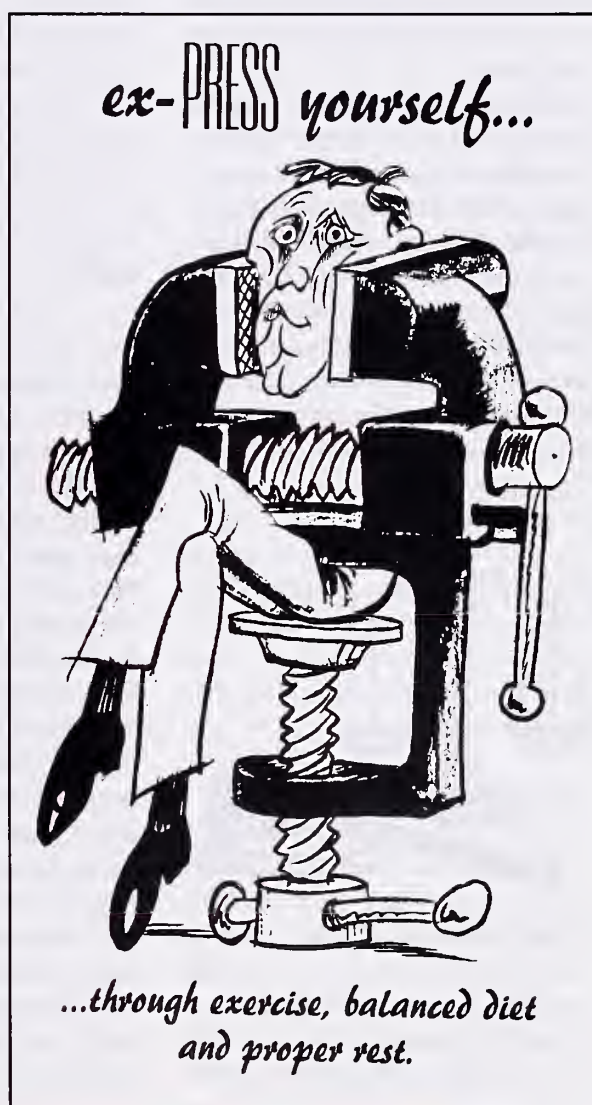
DoD has established "Gulf-LINK," an internet homepage on the World Wide Web. Users can get on-line computer access to documents related to possible causes of illnesses of Gulf War veterans. Users can reach this information at: <http://www.dtic.dla.mil/gulflink>. (*INSCOM Support Battalion*)

## Reserve Language Survey Continues

The U.S. Army Reserve Component has completed its foreign language survey of soldiers and their units. Plans are to load the language information into a huge database

which can be used on demand as well as adding it to the SIDPERS U.S. Army Reserve system. The leading three languages were Spanish, Russian and German.

Soldiers who have a foreign language proficiency but did not complete the survey should contact their unit, complete USARC form 61-R (TEST) and send it to: USARC, ATTN: AFRC-INO, 38000 North Camp Parkway SW, Atlanta, GA 30332-5099. (*Chief Warrant Officer Mark Getzin*)



**sell secrets, spies buy them!**



## Tents Torched in 60 Seconds

Fire can engulf a tent in less than 10 seconds and destroy it in 60 seconds...which doesn't give soldiers much time to escape. Last winter, tent fires injured nine soldiers and cost more than \$135,000.

INSCOM soldiers should never leave heaters unattended. As fuel levels decline, pressure drops and the drip valve must be readjusted to maintain the proper flame. When lighting a heater, always turn your face away from the chamber door. If a flash is going to occur, it will most likely happen when the fuel first ignites.

Use caution in cleaning the carbon and soot from pipes to prevent fires and pollution. The practice of hitting a hot stovepipe and pouring in a little water is extremely dangerous; throwing blanks into a burning stove to clean carbon deposits is even worse. Adding water to a gas fire will cause the fire to flame up and spread. Be safe: we need you. (*Army Ground-Accident Report Countermeasure*)



## E-Mail Tested by Court

INSCOM users, beware. A recent court decision on electronic mail is forcing computer users to review their records management procedures.

The courts ruled electronic mail documents used in conducting government business are official federal records and obtainable under the

Freedom of Information Act. With this ruling, government records managers have been busy documenting both hard copy and electronic files for proper disposition. They are also warning co-workers about deleting e-mail documents.

A prime example is the case of Scott Armstrong, an archivist with the National Security Archive. According to Jeryl Gegan, archives and records management chief for the National Security Agency at Fort Meade Md., Armstrong filed several Freedom of Information Act requests for electronic data stored in backup files belonging to the Executive Office of the President and the National Security Council under the Reagan administration.

Armstrong and the National Security Archive sued to obtain backup tapes of the electronic system, which included distribution lists that would appear on screen and on the paper printout according to Gegan.

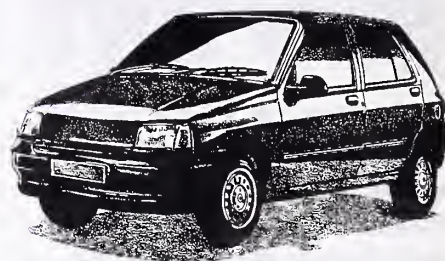
Both the trial and appellate courts ruled in favor of Armstrong.

Gegan is now trying to educate his colleagues about treating e-mail traffic and other computerized records the same as paper files. "Obviously, there are e-mail messages that won't apply to this," said Gegan. "There are too many people out there 'flicking keyboards and sending e-mail for the sake of sending e-mail'. What we're trying to do is get these people to think about what they're putting on the board."

A suggestion for INSCOM e-mail users: print a paper copy of messages before deleting them. According to Gegan, if a message is just a quick note—"Joe, your car lights are on"—you can delete it. If you aren't sure, print a paper copy.

If you are in an INSCOM unit which has addressed this issue, please send your solutions to the

INSCOM Journal; we will share with other users. (*Sgt. 1st Class Stephen Barrett, American Forces Information Service*)



## Vehicle-Shipping Changes

Customer satisfaction is up, damage claims are down, and Military Traffic Management Command officials are on the verge of solving the decades-old problem of recouping damage claims from vehicle-shipping companies.

A new single-contractor concept called the Point-to-Point Privately Owned Vehicle Pilot Program seems to be the solution. Three U.S. sites and eight in Germany are testing the two-year experiment started in November 1994.

Having one contractor responsible for a car from turn-in to delivery eliminates the frustrating effort to figure out which of nearly a dozen companies should pay damage claims, said Army Maj. Vicki A. Smith, commander of the MTMC detachment at the Baltimore Vehicle Processing Center.

Initial testing shows positive results. Of 10,322 vehicles shipping through the pilot program, only 259 damage claims have been filed with the contractor—American Auto Carrier, Inc. "That's a 2.8 percent damage rate compared to about a 20 percent rate for the same number of vehicles under the multiple-contractor program," said David Gibson of MTMC's operations office in Falls Church, Va.



Customers have 70 days to file for damage discovered after they leave the processing center and up to two years to complete the filing.

"Customers don't have to accept the contractor's settlement amount. They can refuse it and file with their local military claims office," said Gibson.

Under the new program, Customs and the U.S. Department of Agriculture inspectors clear vehicles before they are turned over to customers... and the vehicles are washed!

## Commissary Construction Projects Approved

Nearly \$95 million in commissary construction projects received congressional approval Aug. 15, according to Defense Commissary Agency officials at Fort Lee, Va. The money will fund nine stateside construction projects and two European facilities.

(American Forces Information Services)



## Accident Reports on CD-ROM

INSCOM professionals can get Army accident report forms on CD-ROM as of June 1995.

Ask your INSCOM publications/forms officer to order "Electronic Forms CD-ROM" through normal

publications channels. Refer to DA Form 12-04, Block 0661 (this form may have to be ordered on DA Form 1299-R by your forms officer). "CD-ROM" is the unit of issue; also state the quantity requested.

All forms on the CD-ROM are official forms, so you don't need to worry about copyright protection. You will need a personal computer (386 or higher), MS-Windows 3.1, 4MB of RAM, HP II or HP III compatible laser printer and the right software. You will also need a CD-ROM reader.

These electronic forms can be used in GEM, PerForm or FormFlow software if users have the appropriate "filler" software. For more information, contact Lee McCown, DSN 558-3913 or commercial 334-255-3913. (Army Ground-Accident Report Countermeasure)

## DCSINT Position Established

Effective Oct. 1, 1995, a deputy chief of staff for intelligence (DCSINT) position was established at the U.S. Army Training and Doctrine Command at Fort Monroe, Va. Personnel formerly assigned to the intelligence directorate under the deputy chief of staff for doctrine and the security/disclosure office were reassigned to the DCSINT staff.

Col. Nick O'Dawe was named TRADOC DCSINT. He manages four directorates: intelligence, opposing force, security and threat support.

Send mail to Commander, TRADOC, ATTN: ATIN, Fort Monroe, VA 23651-5000. You can also contact the DCSINT by calling DSN 680-2505/(804) 727-2505 or by using Internet at "WWW-TRADOC.ARMY.MIL."

(TRADOC message)



## Army Tests New Out-of-Service Debt Procedures

Army officials have begun an Army-wide test of a new installation clearance checklist (DA Form 137-R (Test)) and procedures to reduce out-of-service debt.

The new checklist focuses on debt avoidance by requiring a more rigorous, standardized installation clearance process. The process requires *colonels and below* separating from active duty to clear all activities listed on the clearance form. A representative from each activity listed must complete the appropriate section of the form, confirm the soldier's debt status, record the dollar amount if a debt is owed, and sign the form.

The new procedure also requires unit commanders to validate soldiers' leave records prior to separation. Incomplete checklists will result in soldiers receiving 55 percent of final pay at separation, pending DFAS verification of any outstanding debts.

Unit commanders and personnel activities must notify finance activities of pending separations or changes in separation dates at least 90 days in advance or as early as possible.

For more information, contact Ms. Alice Hartman, DSSN 223-6563 on finance issues and Maj. Jeanne Brooks, DSN 227-2403 on personnel issues.

(HQDA, DACS-ZB, message)



(continued from page 37)

Another risk in waiting, other than being asked to leave before you're ready, is facing the uncertain job market. It's difficult to predict whether the job market will improve, but it appears to be getting more difficult to find a comparable job in the private sector for many retirees.

The fortunate military members aggressively plan for the transition, trying to secure a position before retirement and start to work almost immediately as a contractor or civilian employee. But as civilian positions are cut each year, this possibility diminishes. Leaders find it difficult to justify hiring new employees while cutting spaces of present employees.

Wheeler offers advice for civilians considering retirement. These are uncertain times, she said, but it doesn't mean you have to become despondent. It means you have to think differently about yourself, your future and the world around you. You have to be creative.

Wheeler, for instance, is seriously thinking of retiring in about a year. Her husband is also contemplating it.

If she retires soon, she wants to take some college history courses to learn about World War II. When she graduated from high school in 1956 in Germany, schools there didn't teach the students about the war or the truth about Adolph Hitler.

"They taught us nothing! I want to hear about it," she said. "I want to know what really happened."

Wheeler said retirement can be a time for volunteer service. Several recent INSCOM retirees are volunteering to work for Meals on Wheels. She wants to volunteer possibly for a hospice, something she doesn't have time to do working full time.

"Now is not a good time whether you retire or decide to stay," Wheeler said. "The government is not as stable as it used to be. But if you really look at it, if you're 55 and have 30 years, at least you can say, 'I'm better off than the rest of the people who are coming behind me.'"

"Sometimes we older folks need to move on and make room for the rest. Why stay until you're 65 and have nothing left for you when you finally retire? There's a whole new life out there. Get out and enjoy life," she offered.



*Ms. Gilley is the acting INSCOM interservice support agreement coordinator for the deputy chief of staff of logistics for INSCOM headquarters at Fort Belvoir, Va.*

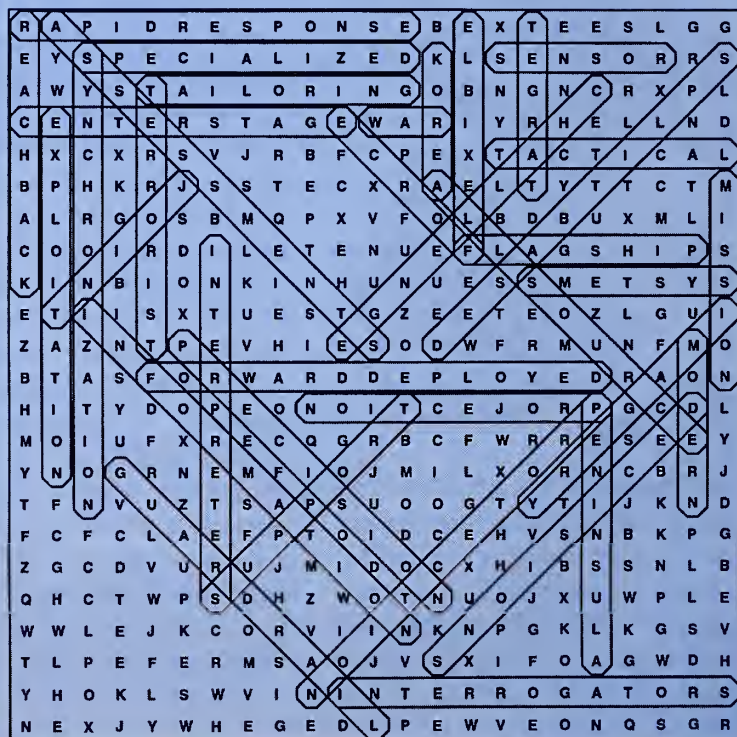
## OPERATION JOINT ENDEAVOR Addresses



Want to send a letter to soldiers participating in Operation Joint Endeavor? According to DOD officials, you can send your messages to the following address for

Army, Navy, Air Force and Marine Corps land forces: Any Service Member, Operation Joint Endeavor, APO AE 09397. If you want to show your support to family members stationed in Germany, send your letters to: Any Family Member, Operation Joint Endeavor, APO AE 09399.

## Force Projection Puzzle Solution





# Calendar of Events

## January 1996

*Innovative Thinking Month*

*March of Dimes Birth Defects Prevention Month*

1 New Year's Day (220th Year of American Independence)

1 INSCOM organized, 1977

10 50th Anniversary of United Nations General Assembly, 1946

15 Birth anniversary of Dr. Martin Luther King Jr. (Federal Holiday)

15 Humanitarian Day

27 End of Vietnam War agreement signed in Paris, France, 1973

## February 1996

*American History Month*

*Afro-American History Month*

*American Heart Month*

1 Freedom Day

2 Groundhog Day

7 1st Lt. George K. Sisler died defending his platoon against an attack in Vietnam. Assigned to the 5th Special Forces Group, 1st Special Forces in the Republic of Vietnam, he was the first member of the MI Branch to receive a Medal of Honor. (1967)

19 President's Day (Federal Holiday)

21 Aldrich Hazen Ames and his wife Maria arrested for spying for Soviet Union

29 International Underlings Day

29 Leap Year Day

1996

January

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March

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July

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August

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December

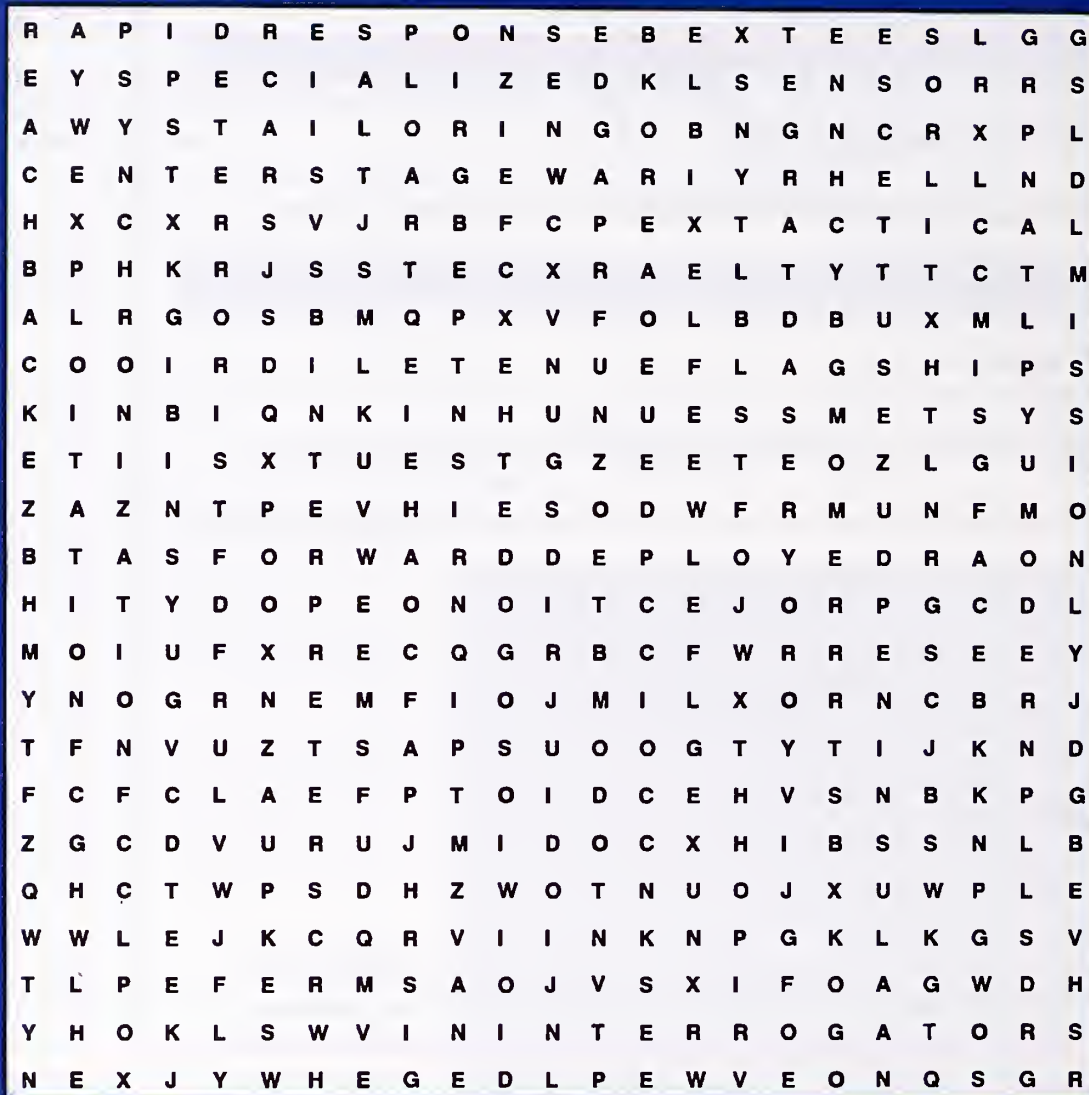
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COMMANDER  
USA INSCOM  
ATTN IAPA  
8825 BEULAH STREET  
FORT BELVOIR VA 22060-5246



# Force Projection



*Words may be read straight across, backward, up, down or diagonally.  
The solution is on page 42.*

force  
support  
flagship  
decisions  
flexible  
information  
tactical  
guardrail  
tailoring

Korea  
mission  
systems  
protection  
reachback  
forwarddeployed  
exploitation  
sensor  
interrogators

war  
modern  
challenge  
projection  
terrorist  
centerstage  
rapidresponse  
allsource  
interpreters

peninsula  
imagery  
splitbased  
specialized  
assessments  
precision  
joint  
synchronization  
target